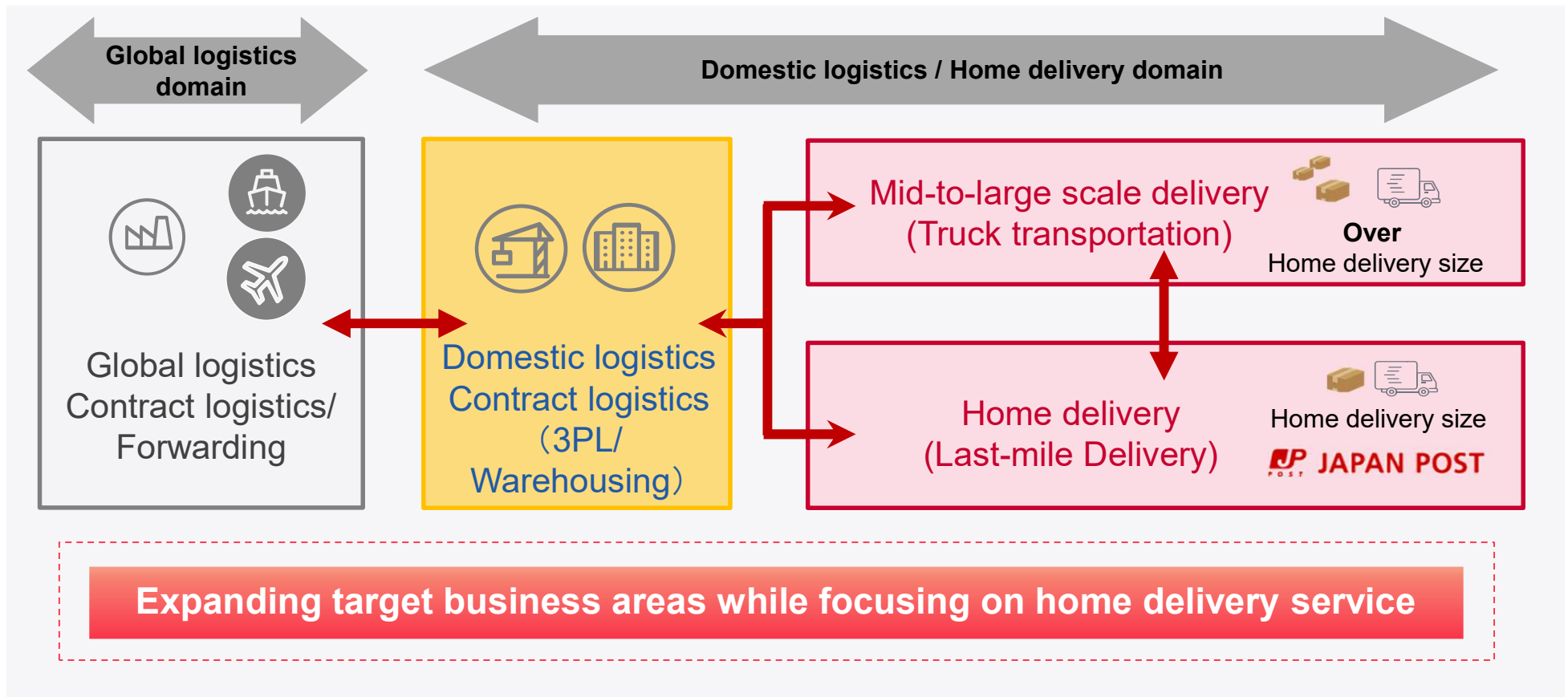


Business Model Japan Post Aims For (Comprehensive Logistics Company)

- Japan Post (“JP”) aims to become a comprehensive logistics company capable of operating both domestic logistics (home delivery, truck transportation, and contract logistics) and global logistics seamlessly

**JP establishes an integrated logistics supply chain network seamlessly
(comprehensive logistics)**



Expected Synergies

- Broad collaboration is expected across last-mile delivery / international and domestic logistics

