

2015 Business Year

From April 1, 2015 to March 31, 2016

11th Term

Business Plan

Japan Post Holdings Co., Ltd.

## Foreword

In addition to formulating and ensuring the execution of the basic management policies of Japan Post Co., Ltd., Japan Post Bank Co., Ltd., and Japan Post Insurance Co., Ltd. and exercising our rights as shareholders thereof, Japan Post Holdings Co., Ltd. (hereafter, “Japan Post Holdings”) will support the businesses of its business subsidiaries, etc. by subcontracting indirect operations from them and executing such operations where said execution is anticipated to be more efficient by consolidating it in one location rather than doing so among individual companies in the group. In addition, by conducting management of hospitals and lodging facilities, it will aim to provide customer-oriented service, support the lives of customers in the community, and ensure the happiness of both its customers and employees while demonstrating creativity and efficiency as a private enterprise to the greatest extent possible as the basis of trust and reassurance in the postal network. Also, it will basically conduct management of the company by making efforts to ensure that it demands management transparency from itself, follow the letter of the law, and is able to contribute to the development of society and the community. Furthermore, in the operation of these businesses, it will fulfill its duty to ensure that postal services, postal savings, remittance and credit settlement services as well as easily-accessible life insurance services stipulated in Article 5, Paragraph 1 of the “Act for Partial Revision of the Postal Service Privatization Act and Others” can be utilized consistently, universally, and fairly at post offices throughout the country via convenient customer-oriented methods. At the same time, as a company with a strong public nature, it will continue to make efforts to support recovery from the Great East Japan Earthquake as a group of companies united as a whole.

A current issue facing Japan Post Holdings and each member company of the Japan Post Holdings group is the strengthening of internal controls. In the 2014 business year, it continued to promote the strengthening of internal controls in each group company, such as the operation of a review board for disposing of real estate assets et al. and believes that it has achieved a certain measure of results in the transparency of the disposal procedures. Conversely, based on the situation where offenses continue to occur within the company, Japan Post Holdings will continue forthwith to endeavor to strengthen governance among the group as a whole to ensure transparency, thorough awareness of accountability, and proper operation of businesses.

For this reason, Japan Post Holdings sees the improvement of compliance standards group-wide as the most important issue for management in FY2015 as well and will provide all necessary support and guidance to each group company by accurately grasping the formulation and promotion status of each company’s compliance programs for FY2015 as well as the condition and status of each company’s internal audit systems. In particular, with regard to preventing the reoccurrence of irregularities, it shall make strengthening initiatives to do so its biggest priority; specifically, top management will encourage employees to help eradicate such irregularities and will further promote and manage said initiatives. Concomitantly, it will endeavor to improve the corporate culture and structure of the group.

In addition, together with making efforts to ensure the utility and public nature of the services offered by each group company and improve customer satisfaction (CS), Japan Post Holdings will also engage in corporate social responsibility (CSR) activities based on its societal responsibilities and those of each group company.

In particular, along with continuing to promote cooperation in energy conservation that it has been engaged in since FY2011, Japan Post Holdings will continue to promote environmental awareness activities through environmental preservation activities such as the “JP Forest” afforestation program, CO<sub>2</sub> reduction, et al. and the “JP Children’s Forest Creation Campaign”.

Also, with regard to the employment of people with disabilities, Japan Post Holdings achieved the designated employment rate (2%) of persons with disabilities required by the Act for Promotion of Employment of Persons with Disabilities in FY2014, and it will address the promotion of employment of people with disabilities so that it can continue to achieve this target in FY2015 as well.

With regard to “promotion of success of women in the workplace”, together with proactively addressing the promotion of women to managerial positions, Japan Post Holdings will make efforts to create systematic training for female employees with the aim of expanding promotions and an easy-to-work-in environment.

Furthermore, along with accelerating the preparations required to effect an early-term listing of the company’s shares and divestment by the government possible, Japan Post Holdings will carry out the necessary preparations based on the policies related to the divestment of shares of the Japan Post Bank and Japan Post Insurance Co., Ltd. Moreover, it will aim to raise the corporate value of Japan Post Holdings Co., Ltd. and conduct management of the group in such a way that measures for enhancing the profitability of subsidiaries based on the group’s medium-term management plan, further optimization of management, et al. can be steadily advanced. At the same time, with regard to management issues faced by each company in the Japan Post Holdings group, it will provide necessary support and work toward their resolution while deepening the collaboration between each company as the holding entity.

Based on the aforementioned basic policies, Japan Post Holdings shall carry out business operations in a flexible manner by giving priority to the following items with the aim of carrying them out while adapting to changes in the management environment.

1. Formulation of Business Subsidiary Basic Management Policy and Assurance of Execution et al.

Japan Post Holdings will formulate the basic management policies for Japan Post Co., Ltd. and ensure the execution thereof so that the latter can achieve its company objectives of ensuring universal postal, savings, and insurance services and providing stable service through the maintenance and effective utilization of the post office network.

Specifically, Japan Post Holdings will carry out group operations by concluding Japan Post Holding group agreements as well as contracts pertaining to group operations between business subsidiaries that relate to important management matters and request consultation, approval, or reporting on an individual basis with regard to matters that have a significant impact on the group as a whole or are required to ensure management transparency.

2. Business Support of Business Subsidiaries

By subcontracting indirect operations from business subsidiaries and executing them where said execution is anticipated to be more efficient by consolidating it in one location rather than doing so among individual companies in the group, Japan Post Holdings aims to improve the group’s management efficiency while supporting the business of its subsidiaries.

Specifically, Japan Post Holdings will subcontract and execute the following indirect businesses from its business subsidiaries.

- (1) Provision of Telecommunications and Data Processing Services

Based on stipulations of business subsidiaries that employ telecommunications equipment owned by Japan Post Holdings and those set forth in Article 3 of the Post Office Act (Act No. 213 of 1949), it will provide telecommunications services and data processing services that employ data processing systems to individuals entrusted with business by Japan Post Co., Ltd. in accordance with said Act.

- (2) Human Resource and Finance-related Business

Through subsidiaries that conduct temporary staffing dispatch and introduction business, Japan Post Holdings will carry out payment of salaries of business subsidiary executives, allowance calculation and income clerical duties (creation/mail-out of invoices, shipping requests, bank account transfer requests, credit data reconciliation) as well as expenditure clerical duties (creation/mail-out of payout certificates, bank account transfer requests, creation/mail-out of payment notices, credit data reconciliation).

- (3) Welfare Benefits-related Businesses

Japan Post Holdings will conduct health management and recreation facility provision businesses based on the stipulations set forth in the Industrial Safety and Health Law

(Act No. 57 of 1972) for executives and employees, etc. of business subsidiaries and the Management Organization for Postal Savings and Postal Life Insurance.

(4) Real Estate Management-related Businesses

Japan Post Holdings will conduct support of management, improvement planning, operational upkeep, design/construction supervision, and transaction/leasing businesses related to real estate such as land and buildings as well as equipment associated with said real estate that is either currently owned or leased by business subsidiaries or will be owned or leased by them in the future.

(5) Temporary Staffing and Introduction Businesses

Through subsidiaries that conduct temporary staffing dispatch and introduction business, Japan Post Holdings will conduct solicitations for and employment of staff and introduce and dispatch them to each group member company. Also, it will carry out subcontracting of the human resource-related businesses of each group company.

(6) Call Center-related Businesses

Through subsidiaries that conduct temporary staffing dispatch and introduction business, Japan Post Holdings will carry out the provision and management of call center facilities and systems to business subsidiaries.

(7) Talent Development-related Businesses

Through the Postal College, Japan Post Holdings will execute cross-group trainings and aim for the improvement of employee capabilities in each group company.

### 3. Hospital Operation

Together with operating Teishin Hospital as a company-founded hospital, Japan Post Holdings will proceed with administrative improvement through revenue-increasing measures by coordinating with community healthcare and enhancing emergency medicine, and engaging in cost-cutting through reviews of outsourcing contracts and reviews including the handover of business. Also, it will promote the improvement of medical services, response to local healthcare needs, and patient satisfaction.

### 4. Lodging Facilities Operation et al.

With regard to facilities for publicizing the former postal savings system and former postal life insurance subscriber facilities, given the fact that for the time being it has decided to continue the operation and management of the aforementioned due to the revision in the law, Japan Post Holdings will steadily promote revenue-increasing measures such as increasing the number of users of lodging facilities, thorough management of food costs, and optimization through reviews of the distribution of facilities based on changes in the external environment such as the economic trend in recent years and future forecasts. In so doing, it shall plan for administrative improvement with the aim of achieving single-fiscal year profitability.

Also, as part of its community contribution measures, Japan Post Holdings will continue to lend part of its former postal life insurance subscriber facilities to preventative long-term care providers and engage in preliminary trials of businesses to provide opportunities designed to improve the physical functioning of individuals certified as requiring support.

■Financial Plan

The financial plan for the 2015 business year is as follows.

Unit: 100 mil JPY

Item	Amount
<b>Income Section</b>	
Balance carried over from previous term	
Dividend income	3,061
Former savings accounting subsidy	1,184
Executive management fee	115
Indirect business commissions	140
Lodging business income	600
Medical business income	321
Other income	222
Loans	1,184
<b>Total</b>	<b>6,829</b>
<b>Expense Section</b>	
Labor costs	870
Equipment costs	49
Sundry taxes expense	1,036
Investment expenditures	200
Securities	477
Other expenditures	299
Balance of carried forward to next term	2,826
<b>Total</b>	<b>6,829</b>

N.B.: 1) Total figures do not match due to rounding.

2) ”-“ means that the figure does not exist.

## ■Income and Expenditure Budget

The income and expenditure budget for the 2013 business year is as follows.

Unit: 100 mil JPY

Item	Amount
Ordinary Income/Loss Section (Operating Income/Loss Section)	
1. Operating revenue	2,509
Dividends	1,184
Former savings accounting subsidy	115
Executive management fee	131
Indirect business commissions	561
Lodging business income	297
Medical business income	220
2. Operating expenses	1,229
Labor costs	231
Equipment costs	806
Depreciation costs	135
Sundry taxes expense	57
Operating Income	
	1,281
(Non-operating Income/Loss Section)	
Non-operating Income/Loss	
Investment income from social/community contribution funds	17
Ordinary profit	
	1,298
Extraordinary profit and loss section	
1. Extraordinary profit	-
2. Extraordinary loss	567
Current net income before tax	
Corporation, resident, and business taxes	731
Adjustments for corporation tax, etc.	-
Current net income	731

N.B.:

- 1) Total figures do not match due to rounding.
- 2) ”-“ means that the figure does not exist.

1. From the standpoint of steadily promoting privatization, Japan Post Holdings will continue to carry out management practices that ensure transparency while steadily enhancing operation of the group, such as diversification and enhancement of the group's profitability, further promotion of managerial efficiency, and strengthening of internal controls so that it is valued highly by the market with the goal of taking the company public at an early stage.
2. Japan Post Holdings will proceed steadily with preparations for the disposal of shares of the Japan Post Bank and Japan Post Insurance companies while ascertaining the impact on their ability to fulfill their obligation to provide universal service.
3. Japan Post Holdings will continue to proceed steadily with initiatives for management improvement with regard to our lodging and hospital businesses.