

UNOFFICIAL TRANSLATION

Although the Company pays close attention to provide English translation of the information disclosed in Japanese, the Japanese original prevails over its English translation in the case of any discrepancy.



May 15, 2026

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**Notice Concerning the Formulation of “JP Plan 2028”**

The Japan Post Group hereby announces the formulation of a new Medium-term Management Plan, “JP Plan 2028,” covering the period from FY2026 to FY2028.

The details are presented in the attachment.

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Attachment

進化する  
ぬくもり。

## JP Plan 2028

Achievement of Sustainable Development and Growth of  
Japan Post Group Network



日本郵政グループ

## Japan Post Group Management Philosophy

Stressing the security and confidence of Japan Post Group network, the Group, as a private corporation, is demonstrating creativity and efficiency to the greatest extent possible, and will provide customer-oriented services, support the lives of customers in local communities and aim for the happiness of customers and employees. The Group will also pursue managerial transparency on its own, observe rules and contribute to the development of society and the region.

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# 1. Review of JP Vision 2025+: Progress in Achieving Numerical Targets

- ▶ Thanks to the improvement in the investment environment for the financial businesses and other factors, we achieved the targets for ROE (based on shareholders' equity), consolidated net income, and consolidated net income attributable to Japan Post Holdings set out in JP Vision 2025+.

## Group-wide key indicators

ROE (based on shareholders' equity)		Consolidated net income		Consolidated net income attributable to Japan Post Holdings	
Plan	FY2025 Results	Plan	FY2025 Results	Plan	FY2025 Results
4.0% or more	4.5%	¥570.0 billion	¥743.4 billion	¥360.0 billion	¥374.5 billion

## Key indicators by segment

	Operating margin / Net operating income		ROE / Net income		Main factors behind the changes
	Plan	FY2025 Results	Plan	FY2025 Results	
<b>Postal and domestic logistics</b>	3.5% ¥90.0 billion	— -¥11.8 billion	—	—	In addition to decrease in the volume of mail, the change in the acceptance plan for Kuroneko Yu-Packet and the unperformed roll calls incident caused parcel volume to also fall below expectations, resulting in missing the target.
<b>Post office</b>	— -¥49.0 billion	0.7% ¥6.9 billion	—	—	Target was achieved by controlling non-personnel expenses such as those related to the introduction of tablet PCs.
<b>International logistics</b>	2.0% ¥12.0 billion	2.7% ¥13.8 billion	—	—	Through the growth of the logistics business, etc., centered on Asia, as set forth in JP Vision 2025+, progress was generally in line with the plan, and the target was achieved.
<b>Real estate business</b>	14.0% ¥11.0 billion	27.2% ¥23.9 billion	—	—	Large-scale development projects such as JP Tower Osaka were completed smoothly and tenant leasing of offices, etc., progressed favorably, resulting in achievement that significantly exceeded the target.
<b>Banking business</b>	—	—	4.0% or more ¥400.0 billion or more	5.3% ¥525.5 billion	The target was achieved as a result of factors such as higher interest income from increased revenue on foreign bond investment trusts and interest income on JGBs, etc.
<b>Life insurance business</b>	—	—	Approx. 6% ¥97.0 billion	10.1% ¥171.5 billion	The target was achieved due to, among other factors, an increase in interest margin gain resulting from a favorable investment environment, etc.

※ In Life insurance business, considering characteristics of a life insurance company whose net income may be adversely affected in a short term by business recovery, an adjusted ROE and an adjusted profit are presented after partially adjusting such negative impacts.

Adjusted profit: Consolidated net income + Burden of regular policy reserves in the first year (after tax) + Amortization of goodwill  
Adjusted ROE: Adjusted profit ÷ ( Shareholders' equity (average) - Unamortized balance of goodwill(average))

# 1. Review of JP Vision 2025+: Achievements and Challenges

## Non-financial targets

Employee engagement score	Target	FY2025 Results	Ratio of women in management positions	Target	FY2025 Results
	At least the score in the previous fiscal year	3.39pts (FY2024: 3.39pts)		Ratio of women in management positions at Head Office: 30% (FY2030)	Ratio of women in management positions at Head Office: 18.1%
Support childcare for a balance with work	Target	FY2025 Results	Greenhouse gas (GHG) emissions	Target	Results
	Childcare leave acquisition rate for both men and women: 100% Average days of childcare leave acquired by men: 1 month or more	Men: 100% / Women: 100% Average days of childcare leave acquired by men: 53.5days		46% reduction by FY2030 (compared to FY2019)	24.2% reduction in FY2024 (compared to FY2019)




## Progress and achievement status of key strategies

	Major achievements and progress of the previous Medium-term Management Plan		Major achievements and progress of the previous Medium-term Management Plan
<b>Postal and domestic logistics</b>	<ul style="list-style-type: none"> <li>Tonami Holdings Co., Ltd. was made a wholly owned subsidiary through a tender offer, toward the realization of our co-creation platform</li> <li>Entered a capital and business alliance agreement with LOGISTEED Holdings, Ltd. and LOGISTEED, Ltd.</li> <li>Mainly due to the change in the acceptance plan for Kuroneko Yu-Packet and the unperformed roll calls incident, the expansion of parcel income to fall short of the target</li> <li>Started digital address service</li> </ul>	<b>Real estate business</b>	<ul style="list-style-type: none"> <li>Accumulated revenue through the completion and operation of large-scale development properties such as JP Tower Osaka utilizing Group-owned real estate and the development promotion of rental and for-sale housing business on former company housing sites, etc.</li> <li>Expanded revenue sources through investment and business participation outside the Group, such as the Landmark Nagoya Sakae and Osaka Sakurajima Resort Project</li> </ul>
<b>Post office</b>	<ul style="list-style-type: none"> <li>Initiated suspension of counter services during daytime hours and flexibly reassigned employees according to regional conditions</li> <li>Established a training system for counter sales personnel</li> <li>Strengthened collaboration with municipalities by handling administrative work for local governments, such as the issuance of public certificates, at approximately 5,000 offices</li> <li>Introduced the Kampo Digital Procedure System, which enables paperless processing of maintenance, payments, etc. for Japan Post Insurance products</li> </ul>	<b>Group governance</b>	<ul style="list-style-type: none"> <li>In 2024, an issue concerning the inappropriate use of private financial information was discovered, and in 2025 an unperformed roll calls incident was discovered</li> <li>The eradication of inappropriate incidents has been positioned as the most important issue for the Group, and recurrence prevention measures are being implemented</li> </ul>
<b>International logistics</b>	<ul style="list-style-type: none"> <li>Secured new large-scale contracts in the government and defense sectors</li> </ul>	<b>Group DX</b>	<ul style="list-style-type: none"> <li>Initiatives such as Yu ID, Yu-Yu Point program, and the Group customer management platform were implemented as Group-wide DX measures</li> <li>Steady progress was made in preparing foundations, including the deployment of generative AI and training programs</li> </ul>
<b>Banking business</b>	<ul style="list-style-type: none"> <li>Simultaneously shifted to investment in Japanese government bonds and improved the quality of risk assets, etc.</li> <li>The number of users of the Yucho Bankbook App exceeded 16 million accounts, growing to the largest scale among Japanese banks</li> </ul>	<b>Disposal of subsidiaries' shares</b>	<ul style="list-style-type: none"> <li>The disposal of shares in Japan Post Bank and Japan Post Insurance was executed in light of the purpose of the Postal Service Privatization Act                             <ul style="list-style-type: none"> <li>Japan Post Bank shares Holding ratio: 89.0%→49.9%</li> <li>Japan Post Insurance shares Holding ratio: 64.5%→49.8%</li> </ul> </li> </ul>
<b>Life insurance business</b>	<ul style="list-style-type: none"> <li>Made progress in preparing foundations for growth through means such as introducing new products and strengthening the recruitment of sales employees</li> <li>Sales performance, improvements in customer satisfaction and NPS® are still underway</li> </ul>		

\* NPS® is an abbreviation for "Net Promoter Score" and a registered trademark of Bain & Company, Inc., Fred Reichheld, and NICE Systems, Inc.

# 1. Analysis of the External Environment

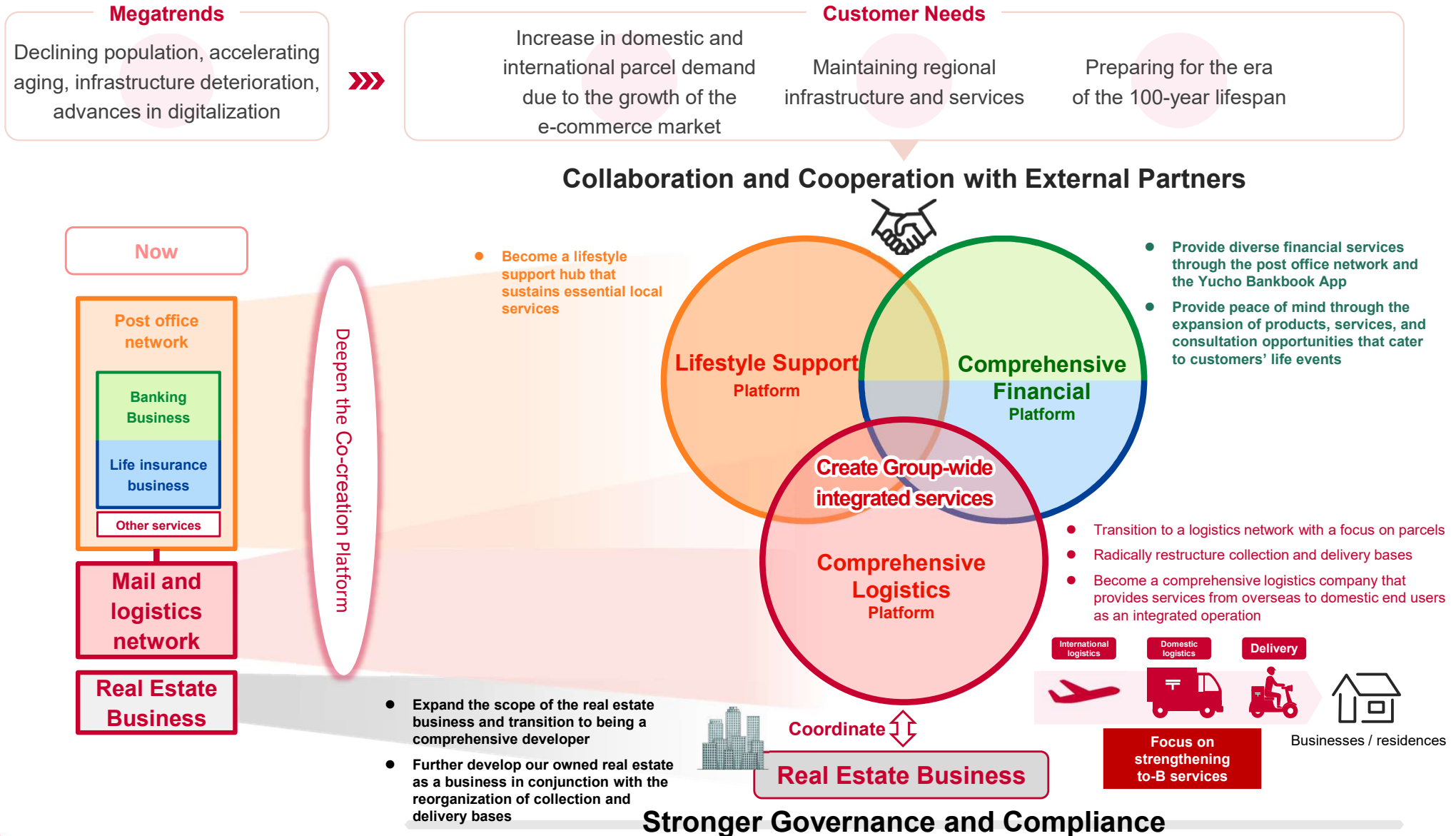
- ▶ Due to factors including the declining population in Japan and the rapid progress of digitalization, the Group's business environment is expected to undergo dramatic changes over the next 10 to 15 years.
- ▶ There are also issues unique to the Group, such as predicted decrease in the volume of mail.

Topics	Megatrends	Impact on the Group
<b>Economic</b> 	<ul style="list-style-type: none"> <li>■ Increase in geopolitical risks</li> <li>■ Contraction of the domestic market due to population decline</li> <li>■ Japan's lower growth rate than that of the world, persistent inflation and Japanese government's financial deterioration</li> </ul>	<ul style="list-style-type: none"> <li>■ <b><u>Accelerated decline in demand for postal services</u></b></li> <li>■ Shrinking financial products and insurance markets in Japan</li> <li>■ Volatility increase in the financial markets</li> </ul>
<b>Social</b> 	<ul style="list-style-type: none"> <li>■ The decline in the working-age population and aging population in Japan will accelerate</li> <li>■ Further depopulation of rural areas</li> <li>■ Diversification of values and lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>■ <b><u>Increasing difficulty in maintaining regional infrastructure</u></b></li> <li>■ Necessity of <b><u>business development in anticipation of future workforce decline</u></b> due to difficulty in securing human resources</li> <li>■ Diversification of products and services in line with the needs of the age of 100-year lifespans</li> </ul>
<b>Technological</b> 	<ul style="list-style-type: none"> <li>■ Advancement of technologies, such as AI, robotics, fintech, etc.</li> <li>■ Penetration of digital technology into society</li> </ul>	<ul style="list-style-type: none"> <li>■ Necessity of investment in and utilization of new technologies</li> <li>■ Diversification of the ways we offer services required for a generation accustomed to digital operations</li> </ul>

**We consider future strategies based on the impact of environmental changes over the next 10 to 15 years on the Group.**

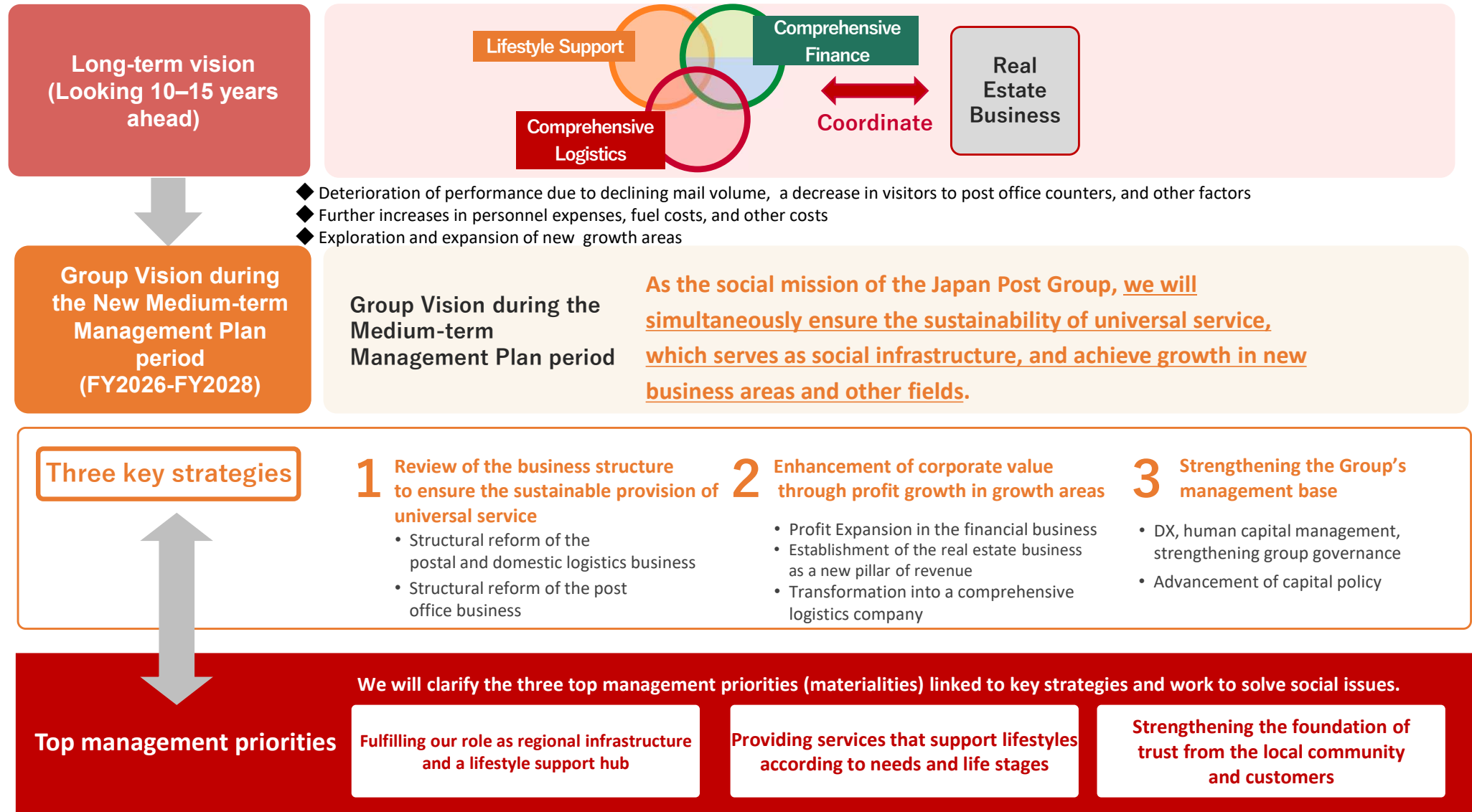
## 2. Long-term Vision

- ▶ Given long-term environmental changes (megatrends), in addition to dividing our co-creation platform into three functions and deepening them, we aim to create greater appeal and value as the Japan Post Group than ever before by providing Group-wide services combining the real estate business and these three platforms.



### 3. Positioning and Key Strategies of the New Medium-term Management Plan

- ▶ Given the current situation in which the postal service and post office network, which is the foundation supporting our three platforms, face challenges in providing sustainable universal service due to a significant decline in mail volume and fewer visitors to post office counters, the vision of this new Medium-term Management Plan as the first step toward our desired state is **to simultaneously ensure the sustainability of universal service, and aim to achieve growth in new business areas and other fields.**



- ◆ Deterioration of performance due to declining mail volume, a decrease in visitors to post office counters, and other factors
- ◆ Further increases in personnel expenses, fuel costs, and other costs
- ◆ Exploration and expansion of new growth areas

## 4. Management Targets

- ▶ We aim for ROE (based on shareholders' equity) exceeding 7% if postal charge revisions are implemented.
- ▶ We aim for a cumulative total shareholder return ratio of 50% or more over the three years of the Medium-term Management Plan period, thereby strengthening shareholder returns.

### Company-wide targets (FY2028)

#### Financial targets

ROE (based on shareholders' equity)	5% to more than 7% <sup>*2,3</sup>
Net income attributable to Japan Post Holdings	¥500.0 billion to more than <sup>*2</sup> ¥700.0 billion
Cumulative total shareholder return ratio	50% or more over the three years
Lower limit of dividend per share	¥60, Introduce a progressive dividend policy

#### Targets by segment (FY2028)

Postal and domestic logistics business	Net operating income: -¥173.0 billion to ¥23.0 billion <sup>*2</sup>
Post office business	Net operating income: ¥2.0 billion
International logistics business	Net operating income : ¥16.0 billion ROA : 3.5%
<sup>*5</sup> Real estate business	Business income : ¥28.0 billion ROA : 2.6%

### Non-financial targets

Support childcare for a balance with work	Childcare leave acquisition rate for both men and women: 100% Average days of childcare leave acquired by men: 1 month or more
Employee engagement score	Group overall B <sup>*4</sup>
Ratio of women in management positions (entire company, as of April 1, 2031)	Japan Post Holdings/Japan Post 14.0% Japan Post Bank 25.0% Japan Post Insurance 16.5%
Greenhouse gas (GHG) emissions	Reduce 46% by FY2030 (compared to FY2019) Become carbon neutral in 2050
Banking business (Japan Post Bank)	Net income: more than ¥1,000.0 billion ROE(based on shareholders' equity): Approx 10%
Life insurance business <sup>*6</sup> (Japan Post Insurance)	Adjusted profit: ¥190.0 billion Adjusted ROE : Approx 10%
Reference: Japan Post (consolidated)	Net income: -¥161.0 billion to ¥37.0 billion <sup>*2</sup>

\*1 The interest rate, exchange rate, and stock price assumptions for the targets are based on the situation as of March 31, 2026 for the banking and insurance businesses and as of December 31, 2025 for the other businesses.

\*2 Targets are set within a certain range that includes the case where a postal charge revision is not implemented in FY2027; even in that case, we will aim to improve our profit level through further cost reductions and other measures.

\*3 The figure is represented by ROE on a shareholders' equity basis not affected by net unrealized gains (losses) on available-for-sale securities, taking into consideration our banking business characteristics. Calculated on the assumption of a 49.9% stake in Japan Post Bank and a 49.8% stake in Japan Post Insurance. Calculated by dividing net income attributable to Japan Post Holdings by the average shareholders' equity during the period (excluding non-controlling interests and net unrealized gains (losses) on available-for-sale securities from net assets) and rounding to the first decimal place.

\*4 Score based on survey results provided by Link and Motivation, Inc. Out of all 11 levels, B represents the 6th level evaluation from the top.

\*5 The definition in the real estate business is as follows. Business income: Net operating income + equity in earnings or losses of affiliates + gain or loss on sale of tangible fixed assets; ROA: Business income / (total assets averaged between the beginning and end of the fiscal year (excluding those equivalent to cash and deposits))

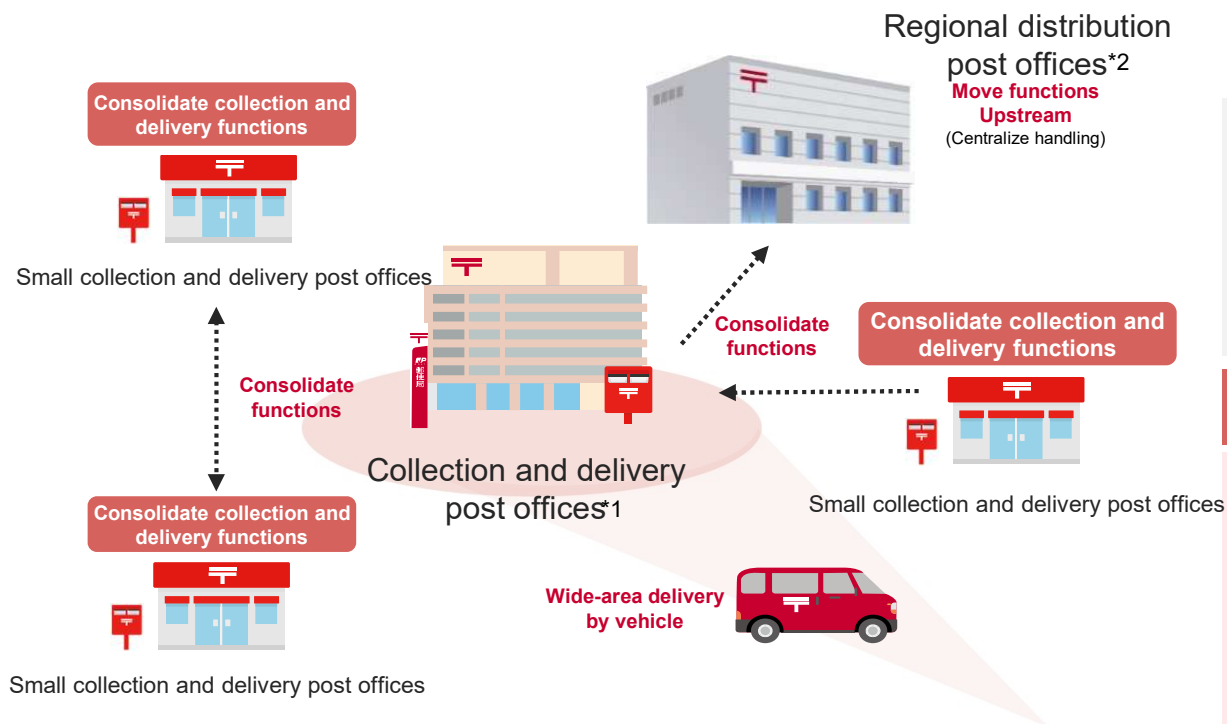
\*6 In Life insurance business, considering characteristics of a life insurance company whose net income may be adversely affected in a short term by business recovery, an adjusted ROE and an adjusted profit are presented after partially adjusting such negative impacts.

# 1. Structural Reform of the Postal and Domestic Logistics Business ① Streamline Operations Through Consolidation of Collection and Delivery Bases

- ▶ Streamline operations by consolidating bases and other measures to establish a sustainable collection and delivery system in the face of declining mail volume
- ▶ Aim to expand revenues by converting some post offices in urban areas to real estate development and other uses (please see P. 19)

## Consolidation of collection and delivery bases

Optimize the placement of bases by consolidating collection and delivery functions in regional areas with low population density



\*1 Collection and delivery post offices: Large post offices with collection and delivery functions  
 \*2 Regional distribution post offices: Extremely large post offices that serve as regional hubs in each prefecture or region

## Scale of consolidation of collection and delivery bases

Approx. 3,200 bases



Approx. 2,700 bases

**We will aim to consolidate approx. 500 bases**

### Expected effects




- Efficiency gains from consolidating 500 bases: Approx. ¥ 5.0 billion
- The reduction in the number of bases will also contribute to strengthening governance

## Operations at bases after consolidation

- Implement measures to build an efficient collection and delivery system that covers a wide area
- Centralize the handling of mail and parcels at regional distribution post offices
- Implement flexible operations to deliver mail and parcels together using four-wheeled vehicles and other means
- Implement collection and delivery operations and other tasks performed by post office counter employees by utilizing the flexible adjustment of counter operating hours
- Increase earning power through measures such as contracted delivery of parcels from other companies

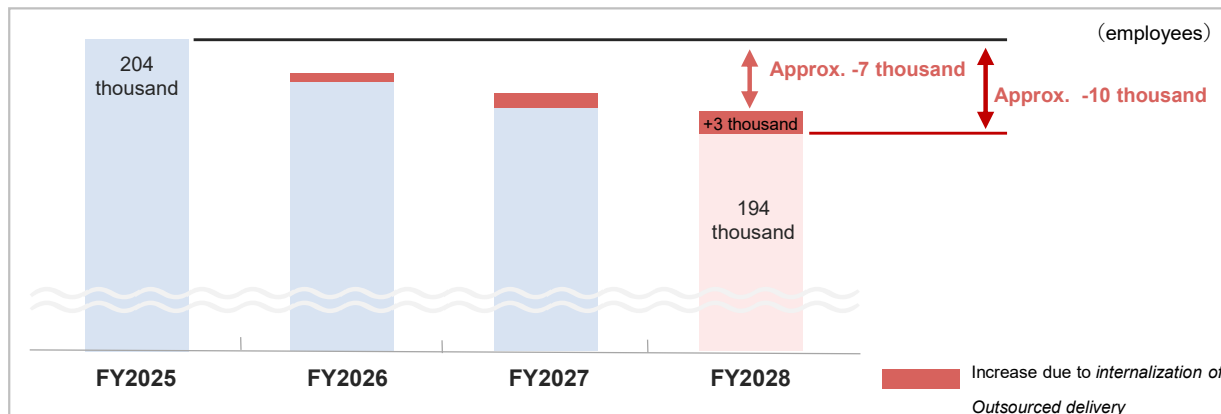
# 1. Structural Reform of the Postal and Domestic Logistics Business ② Optimize Deployment of Personnel by Improving Productivity

- ▶ Strategically optimize the deployment of personnel by improving productivity and upgrading personnel management, while assuming a reduction in personnel in line with declining mail volume

<b>Transport</b> 	<b>Base placement / in-house work</b> 	<b>Collection and delivery</b> 
<ul style="list-style-type: none"> <li>■ <b>Set efficient transportation services through the use of AI technology and other means</b></li> <li>✓ AI scheduling</li> <li>✓ Joint operations with other companies</li> <li>✓ Improvement of loading rate</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Adjust base placement in accordance with the declining mail volume</b> <ul style="list-style-type: none"> <li>✓ Consolidate collection and delivery bases from approx. 3,200 bases to approx. 2,700 bases</li> </ul> </li> <li>■ <b>Aggressively implement labor-saving investments</b> <ul style="list-style-type: none"> <li>✓ Streamline and standardize operations utilizing AI technology and other means</li> <li>✓ Space-saving packet sorting machines</li> <li>✓ Utilize advanced technologies such as robotic arms</li> </ul> </li> <li>■ <b>Streamlining of corporate functions (Head Office, etc.)</b> <ul style="list-style-type: none"> <li>✓ Reduction of fixed costs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Flexible personnel deployment</b> <ul style="list-style-type: none"> <li>✓ Flexible delivery area setting and personnel deployment according to workload and regional characteristics</li> <li>✓ Expansion of in-house parcel delivery (reduction of outsourcing costs)</li> </ul> </li> <li>■ <b>Streamline collection and delivery operations through the use of AI technology and other means</b> <ul style="list-style-type: none"> <li>✓ Utilize telematics routing systems</li> <li>✓ Use AI for more precise forecasting of delivery volume</li> </ul> </li> </ul>

**Improve productivity in each work process and optimize personnel deployment**

Number of employees in the postal and domestic logistics business segment(target)



• In addition to **reviewing the collection and delivery system** in line with the declining mail volume, implementing **labor-saving investments**, and **simplifying operations**, optimize personnel deployment through measures such as the utilization of spot workers

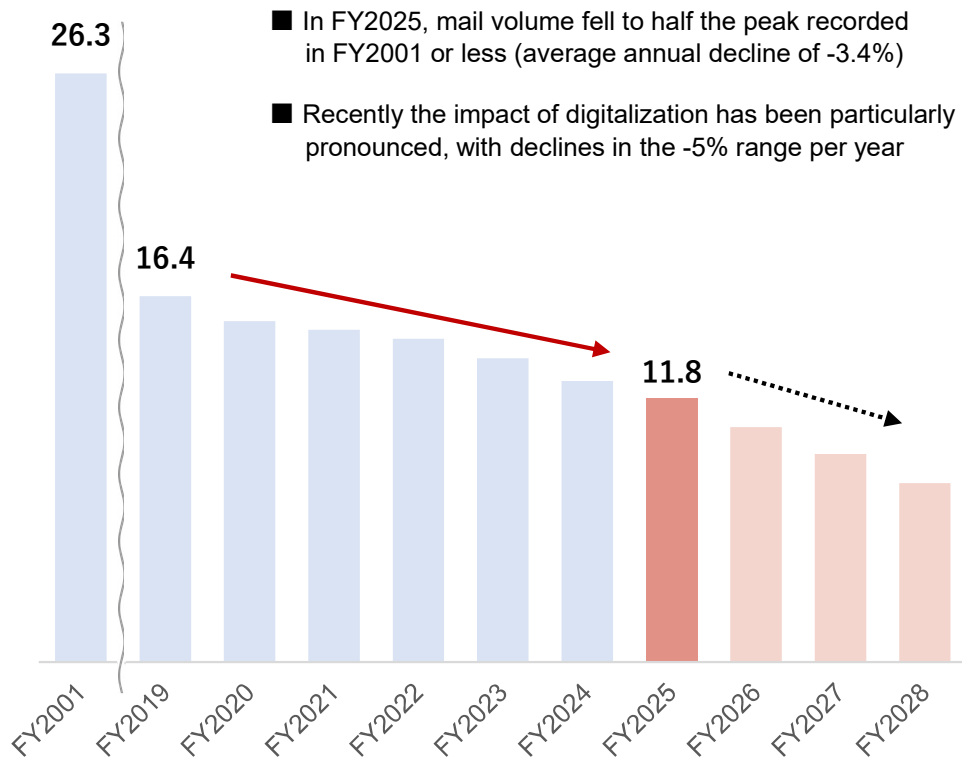
**These initiatives are expected to result in a reduction of approx. 10 thousand employees [204 thousand employees in FY2025 ⇒ 194 thousand employees in FY2028]**

\*However, the internalization of outsourced delivery will add approx. 3 thousand employees, resulting in a net reduction of **approx. 7 thousand employees overall**

# 1. Structural Reform of the Postal and Domestic Logistics Business ③ Review of Postal Services to Ensure Their Sustainable Provision in the Future

- ▶ The mail volume is declining at an accelerated pace due to advances in digitalization and other factors, which realizes challenges in providing sustainable universal service in postal business. To ensure the sustainable provision of postal services, which is the Group’s mission, we will improve profitability through improvements in productivity, thorough cost reduction, and initiatives to increase revenues.
- ▶ Postal services are an essential foundation for the socio-economy, and the sustainable provision of these services is the mission of the Group. As such, we aim to improve profit and loss through initiatives such as productivity improvements that leverage digital technologies, etc., thorough cost reductions through personnel management, etc., and expansion of revenues.
- ▶ On this basis, we will consider reviewing various postal service fees mainly in light of user needs and costs, and request a review of service levels currently required by law, with the aim of achieving a stable balance between revenues and expenditures.
- ▶ In addition, we will implement a review of business segments to enhance management in accordance with the business characteristics of the postal and parcel businesses.

(Billion items)



- **Curb the decline in mail volume through service improvements and enhancing the appeal of postal products**
  - Service improvement through expansion of delivery notifications to tracked mail
  - Enhancement of the appeal of postal products (promotion of New Year’s postcard usage among young people, promotion of advertising mail usage)
- **Productivity enhancement in line with the declining mail volume, etc.**
  - Collection, delivery, and transport operations utilizing AI technology, etc.
  - Flexible personnel deployment according to workload
  - Streamlining and review of products and services

**Current service level, etc.**

 <p><b>Delivery frequency:</b> 5 days a week</p>  <p><b>Delivery time:</b> within 4 days</p>	 <p><b>Number of post boxes:</b> 180,000</p>
 <p><b>Standard size mail</b> 50g or less 110 yen</p>	 <p><b>Standard postcard</b> 2g or more and less than 6g 85 yen</p>

**To ensure the sustainable provision of postal services, we will promote initiatives of thorough cost reductions and expansion of revenues. We will then consider reviewing various postal service fees mainly in light of needs and costs and request a review of service levels.**

## 2. Structural Reform of Post Office Business ① Establishment of a Flexible Operation System Through Flexible Counter Operating Hours

- ▶ Even as local circumstances are becoming more diverse due to population decline and depopulation, and the number of post office counter staff is expected to decrease due to the decline in the working-age population, we will improve productivity by establishing flexible operations adapted to local circumstances through measures such as flexible adjustment of counter operating hours.
- ▶ We will also implement the optimization of personnel deployment, as well as optimal placement of post offices and other measures to solve issues such as declining demand and aging post office buildings.

### ■ Establishment of flexible operations adapted to local circumstances (Flexible counter operating hours, etc.)

- Regarding post office counter operating hours, we will utilize measures such as suspending counter operations during midday hours and the adoption of half-day operations and designated-day operations.
- Using the resources generated, we will implement postal and domestic logistics services such as delivery, weekend operations, support for counters at other post offices, and the provision of lifestyle support services.
- We will optimize personnel deployment along with more flexible counter business hours and effective utilization of resources at post office counters with relatively low work loads.
- We will utilize the time generated through flexible counter operating hours, etc. to carry out various administrative tasks that are outside of regular duties.

- We will streamline post offices' operations
- We will enhance initiatives that contribute to improving the value and appeal of post offices
- Under flexible operations, we will improve productivity by providing products and services that meet customer needs and local circumstances to an even greater extent than before.

### ■ Number of offices implemented flexible counter operating hours

Expand gradually according to local circumstances

Noon service suspension: We aim to implement these measures at approx. 10,000 post offices.

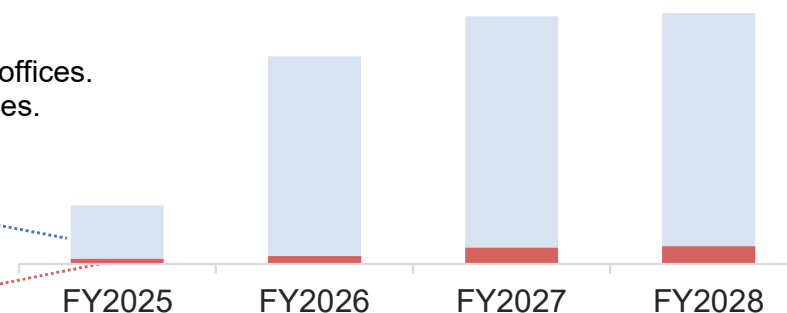
Half-day operations, etc.: We aim to implement these measures at approx. 150 post offices.

Noon service suspension

Implemented at approx. 2,400 post offices, including trials

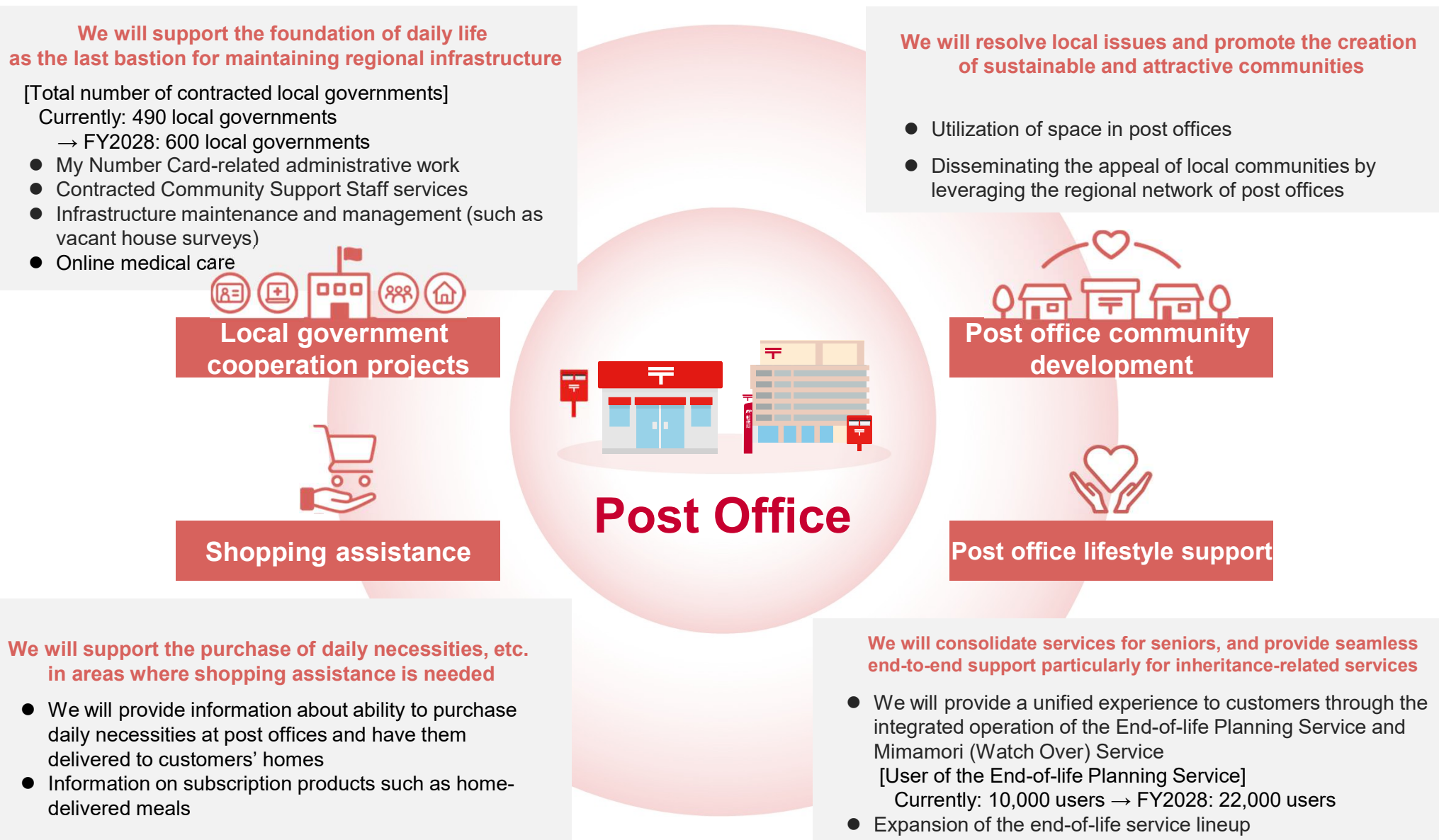
Half-day operations, etc.

Trial implementation at 2 locations (total of 4 post offices)



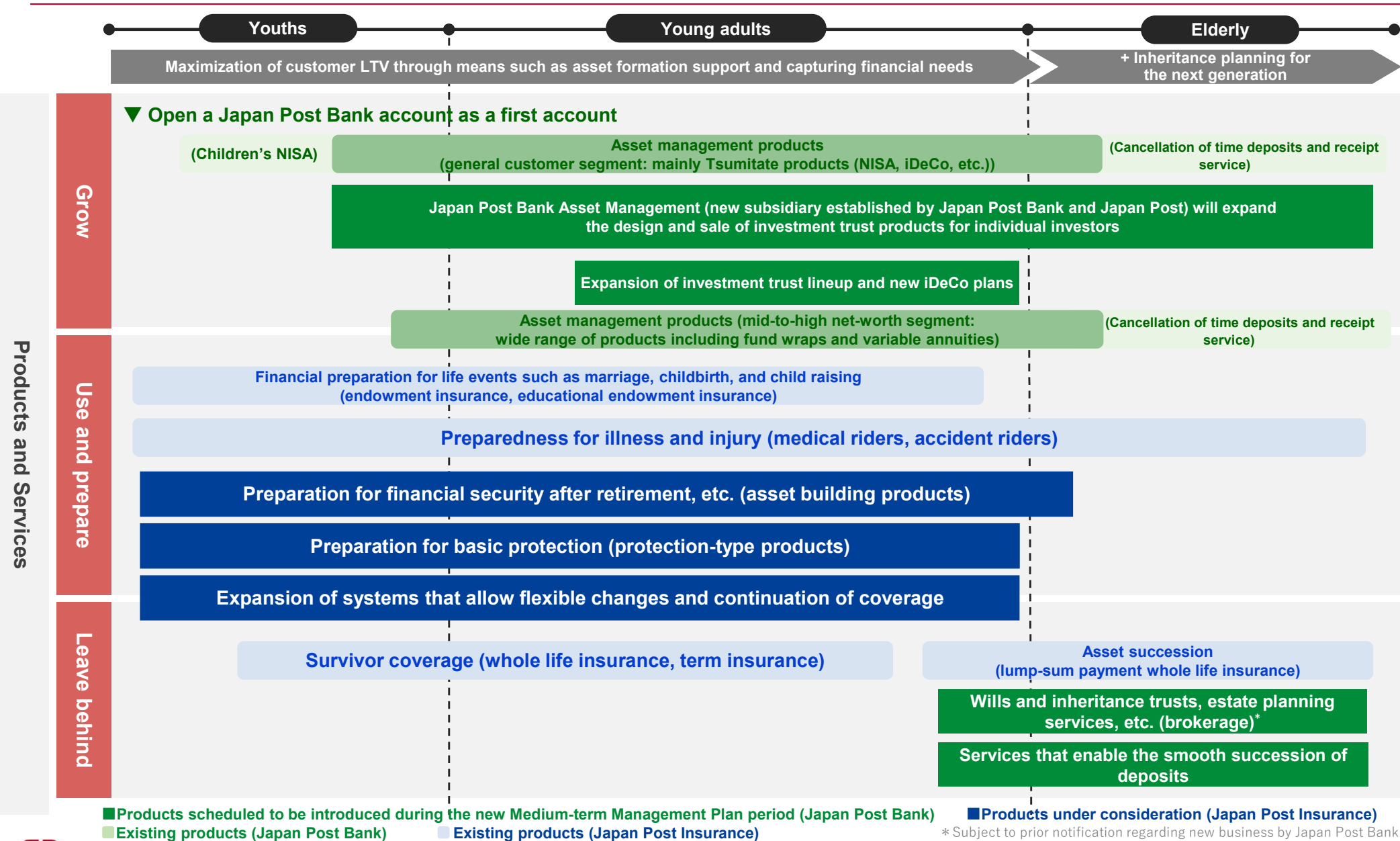
## 2. Structural Reform of Post Office Business ② Development of Lifestyle Support Services

- ▶ We will fulfill our role as a lifestyle support hub for local communities by providing local infrastructure maintenance functions that meet local needs and services that support customers' lifestyles according to their needs and life stages.



### 3. Profit Expansion in the Financial Business ① Enhancement of Products and Services to Address Needs

- ▶ By expanding the product lineup for young to middle-aged and elderly customers, we will support the needs of customers across a wide range of generations.



Products and Services

Grow

Use and prepare

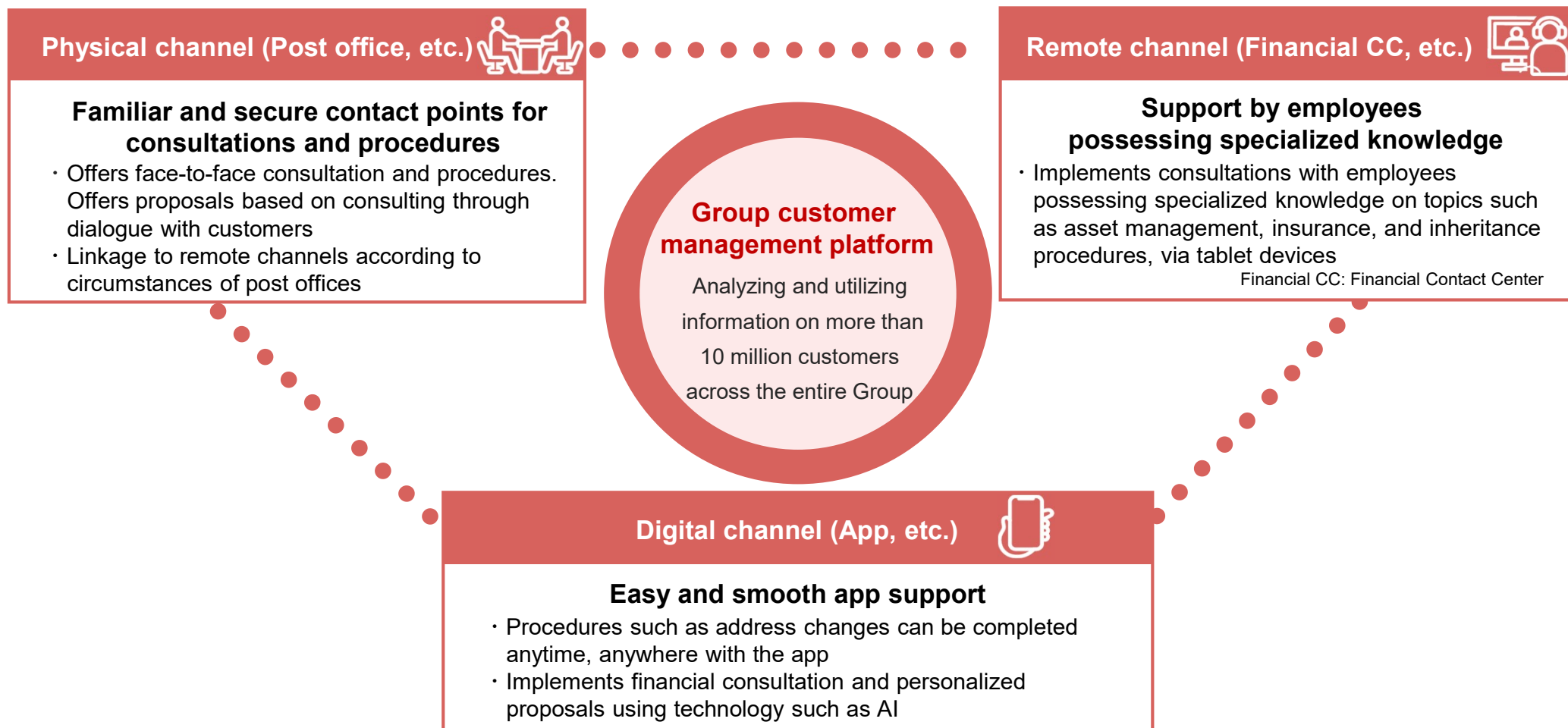
Leave behind

■ Products scheduled to be introduced during the new Medium-term Management Plan period (Japan Post Bank)
 ■ Existing products (Japan Post Bank)
 ■ Products under consideration (Japan Post Insurance)
 ■ Existing products (Japan Post Insurance)

\* Subject to prior notification regarding new business by Japan Post Bank

### 3. Profit Expansion in the Financial Business ② Enhancement of Points of Contact for Customers

- ▶ We will enhance points of contact for customers through the synergies from physical, digital, remote approaches, by utilizing digital channels such as apps and remote channels that enable consultations with employees who possess specialized knowledge, in addition to the physical channels that are a strength of the Group.
- ▶ From 15 May, 2026\*, we will resume inviting customers to visit post offices to provide information on financial products and handle related procedures, and thoroughly ensure customer-oriented business operations. \*Due to an incident of inappropriate use of private financial information, we have suspended inviting customers to visit the post office since October 2024.



**While expanding diverse points of contact with customers and service opportunities through the collaboration of each channel, we will realize more finely-tuned service provision by utilizing customer information through inter-channel collaboration.**

## 4. Establishment of the Real Estate Business as a New Pillar of Revenue ① Future Vision and Business Strategies in the Medium-term Management Plan

- ▶ Based on the leasing business, we will expand our business scope to include built-for-sale and rotational-type businesses. In the future, we will aim to enter the industry's top ten as a comprehensive developer.
- ▶ We will lay the foundations to expand the business scope, work to further commercially develop Group-owned real estate, and strengthen the value chain of the real estate business.

Business strategy

**1 Lay the foundations to expand the business scope**

- Based on the leasing business (recurring-revenue), **we will strengthen built-for-sale and rotational-type businesses (flow) as well as management business (fee).** In addition to generating stable income gains, we will work to expand profits and improve profitability through the acquisition of capital gains

Expansion of the leasing business	Strengthening of the condominium business	Development of rotational-type businesses
<ul style="list-style-type: none"> <li>• Develop new businesses <b><u>through innovations for commercialization</u></b> and expand a stable revenue base even under rising construction costs</li> <li>• <b><u>Accelerate internal growth</u></b> of properties in operation</li> </ul>	<ul style="list-style-type: none"> <li>• <b><u>Strengthen the condominium business</u></b> by developing Group-owned real estate (including for-sale condominiums developed on fixed-term leasehold land) and acquiring new sites</li> </ul>	<ul style="list-style-type: none"> <li>• <b><u>Establish a real estate investment advisory company</u></b></li> <li>• <b><u>Establish a capital recycling model</u></b> by incorporating owned real estate into private funds, etc.</li> </ul>

**2 Further commercial development of Group-owned real estate**

- **Further commercial development** of Group-owned real estate **in tandem with the reorganization of collection and delivery bases, etc.,** of Japan Post. By promoting the strategic utilization of Group-owned real estate (CRE strategy), we will contribute to the management reform of Japan Post.

**3 Strengthening the value chain of the real estate business**

- We will strengthen functions such as land acquisition, development, and management/operations to **establish a system capable of implementing all business processes in a unified manner.** By advancing the internalization of operations related to each function, we will work to improve profitability.

Future vision

**1 Improve the efficiency of the postal and logistics network and contribute to the community and society** through the development of real estate

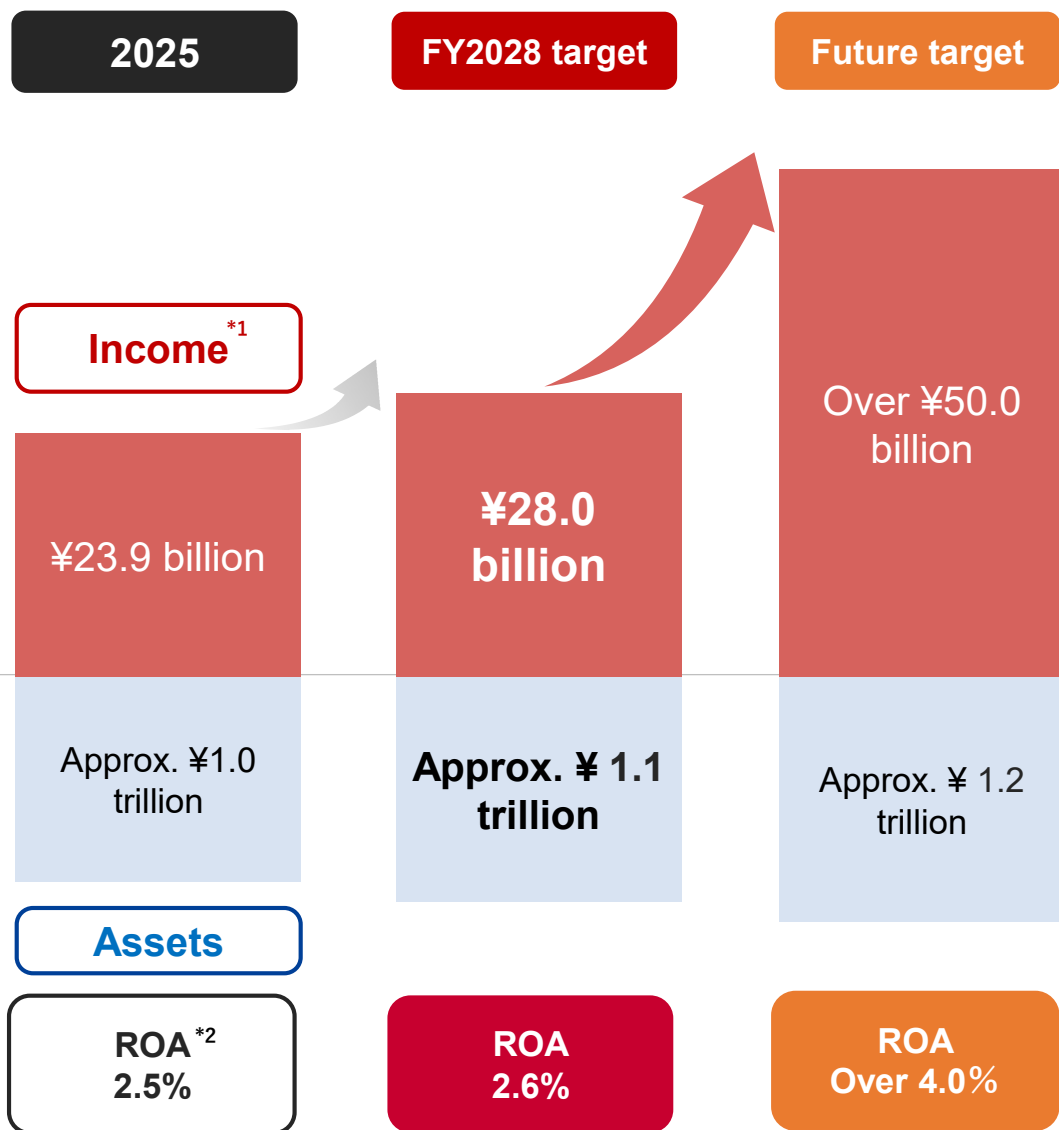
**2 Transform into a business portfolio** that can respond to future changes in market conditions

**3 Build an investor symbiosis business** that grows by also utilizing external funds

Aim to enter the industry's top ten as a comprehensive developer

## 4. Establishment of the Real Estate Business as a New Pillar of Revenue ② Numerical Targets for FY2028 and Beyond

- ▶ While carefully assessing the management environment such as rising construction costs, we will gradually expand our business scope in an aim to increase profits and improve profitability.
- ▶ While expanding the scale of business, we will also aim for further improvement in asset efficiency through means such as controlling the balance sheet through strategic liquidation of group-owned real estate.



### Profit growth and profitability improvement by expansion of business scope

- (1) Leasing business (recurring-revenue business)**
  - Complete construction of properties under development and commercially develop those earmarked for potential development
  - Further improve profit and loss of properties in operation (increase in rental revenue, cost reductions, etc.)
  - Conduct appropriate maintenance of properties in operation (reduction in depreciation expense for equipment)
- (2) Built-for-sale and rotational-type businesses (one-time-fee businesses)**
  - Strengthen the built-for-sale condominium business
  - Develop the rotational-type business
- (3) Management business (fee businesses)**
  - Establish an investment advisory company and manage private funds and REITs
  - Internalize outsourced operations, etc.

\* In addition to the above, we will strive to realize unrealized gains through the strategic liquidation of our owned real estate (incorporation into funds, etc.) and also develop an independent operation system and maximize the value of our real estate business by further enhancing the functions of Japan Post Real Estate, which is positioned as the core of the real estate business and a key player in these efforts.

### Expansion of business scale while being conscious of asset efficiency

- Development of Group-owned real estate and growth through investments according to the business environment
- Appropriate asset growth through strategic balance sheet control

\*1 Adopted net operating income until FY2025 and business interests on and after FY2026  
 Business income: Net operating income + equity in earnings or losses of affiliates + gain or loss on sale of tangible fixed assets  
 \*2 ROA: Business income / Average between the beginning and the end of the fiscal year of total assets (excluding those equivalent to cash and deposits)

$$\text{Further improvement of ROA} \times \text{Group-wide leverage strategy} = \text{Contribution to Group ROE target}$$

## 4. Establishment of the Real Estate Business as a New Pillar of Revenue ③ Major Properties Under Development or Those for Potential Development

- ▶ While steadily promoting real estate under development, we will accelerate the commercialization of properties for potential development (real estate with high probability of implementation, including functional relocation, under development verification).

Item	Number of properties	Land area	Expected business costs	Notes
Properties under development	16	Approx. 110,000 m <sup>2</sup>	Approx. ¥110.0 billion	Non-Group-owned real estate are included
Properties for potential development	42	Approx. 190,000 m <sup>2</sup>	Approx. ¥500.0 billion	Only business costs that can be estimated at present are recorded

Reference: The total book value of land and buildings of properties in operation is approx. ¥900.0 billion, and the fair value is approx. ¥1.6 trillion (as of the end of March 2026).

- : Group-owned real estate
- : Non-Group-owned real estate
- + ■ : Properties possessing both of the above characteristics
- : Containing information about the entire project. These figures include other companies' shares.

Kyoto Central Post Office	
Property for potential development	
Location	Kyoto-shi
Principal use	Under administrative consultation
Total floor area	
Construction completion	

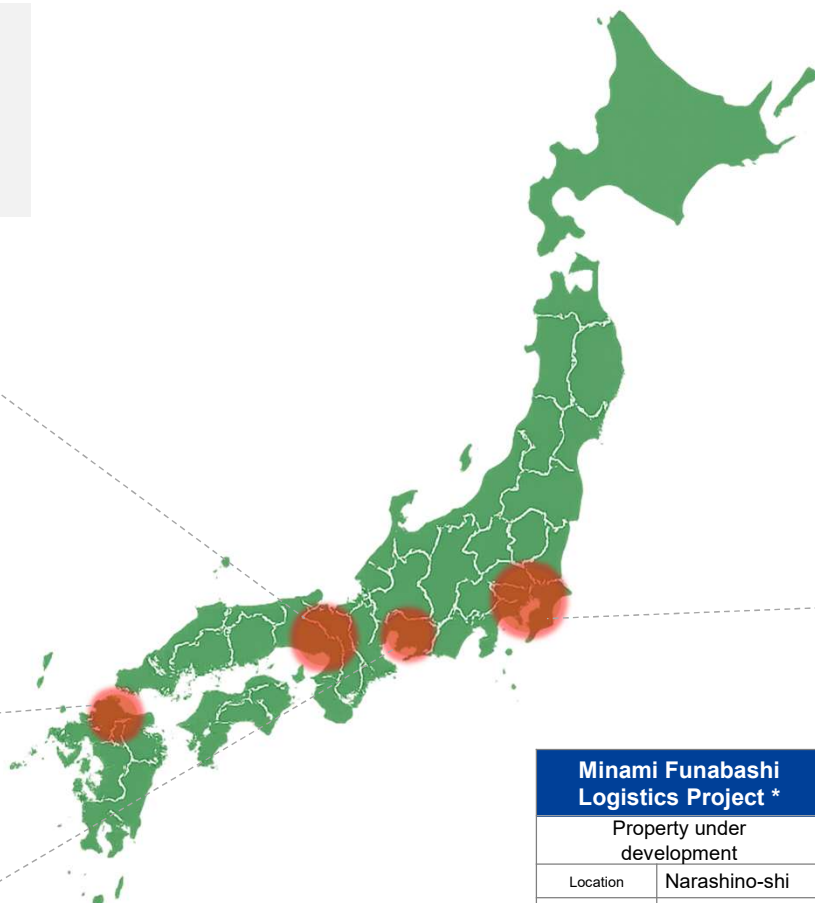
Former MIELPARQUE KYOTO	
Property under development	
Location	Kyoto-shi
Principal use	Offices
Total floor area	14,000 m <sup>2</sup>
Completion	FY2027

Amagasaki Logistics Project	
Property under development	
Location	Amagasaki-shi
Principal use	Logistics facility
Total floor area	35,800 m <sup>2</sup>
Acquisition	FY2026

Osaka Sakurajima Resort Project *	
Property under development	
Location	Osaka-shi
Principal use	Hotel
Total floor area	100,400 m <sup>2</sup>
Construction completion	FY2028

Fukuoka Central Post Office	
Property for potential development	
Location	Fukuoka-shi
Principal use	Under administrative consultation
Total floor area	
Construction completion	

The Landmark Nagoya Sakae *	
Property under Development(before opening)	
Location	Nagoya-shi
Principal use	Offices
Total floor area	109,700 m <sup>2</sup>
Full-scale opening	FY2026



Site of company housing, etc. (built-for-sale condominiums)
Former Takami Dormitory (Nagoya-shi)
Former Okurayama Company Housing (Yokohama-shi)
Former Kagoshima Office, Kyushu Regional Office (Kagoshima-shi)
Former Nakagyo Oike Company Housing (Kyoto-shi)
Former Tennoji Rokumantai / Ueshio Company Housing, Former Tennoji Esashi Company Housing (Osaka-shi)

Ginza Post Office	
Property for potential development	
Location	Chuo-ku, Tokyo
Principal use	Under consideration
Total floor area	
Construction completion	

Shiodome Lot *	
Property for potential development	
Location	Minato-ku, Tokyo
Principal use	Hotel
Total floor area	10,000 m <sup>2</sup>
Construction completion	FY2029

Shirokane 1-chome West Central Area Urban Redevelopment Project * (former Shirokane Company Housing)	
Property under development	
Location	Minato-ku, Tokyo
Principal use	Housing
Total floor area	99,000 m <sup>2</sup>
Construction completion	FY2029

Nihonbashi 1-Chome East Area Urban Redevelopment Project * (Nihonbashi Post Office)	
Property for potential development	
Location	Chuo-ku, Tokyo
Principal use	Offices
Total floor area	274,000 m <sup>2</sup>
Construction completion	FY2034

Minami Funabashi Logistics Project *	
Property under development	
Location	Narashino-shi
Principal use	Logistics facility
Total floor area	102,700 m <sup>2</sup>
Construction completion	FY2026

(Tentative) Yokohama Station Minami-Higashiguchi Area Urban Redevelopment Project * (Yokohama Central Post Office)	
Property for potential development	
Location	Yokohama-shi
Principal use	Under administrative consultation
Total floor area	
Construction completion	

Kudanminami 1-Chome Area Urban Redevelopment Project * (Kudan Post Office)	
Property for potential development	
Location	Chiyoda-ku, Tokyo
Principal use	Offices
Total floor area	81,000 m <sup>2</sup>
Construction completion	FY2032

## 4. Establishment of the Real Estate Business as a New Pillar of Revenue ④ Development in Conjunction with Post Office Reorganization (Specific Case Studies)

### ①: Nihonbashi Post Office (development in conjunction with post office reorganization)

Real estate development as a relocation site for the transfer of collection and delivery functions (Kuramae JP Terrace)



Development of Kuramae JP Terrace (logistics building approx. 29,000 m<sup>2</sup>) by Japan Post Real Estate as a relocation site for the transfer of collection and delivery functions, etc. from post offices in the Tokyo metropolitan area

Location	Taito-ku, Tokyo
Land area	14,400 m <sup>2</sup>
Total floor area	99,700 m <sup>2</sup>
Construction completion	2023

### Urban redevelopment project area (office to be relocated: Nihonbashi Post Office)



The collection and delivery functions of Nihonbashi Post Office were transferred to Kuramae JP Terrace (logistics building) in order to participate in an urban redevelopment project

Location	Chuo-ku, Tokyo
Land area	2,900 m <sup>2</sup>
Total floor area	24,800 m <sup>2</sup>
Construction completion	1958

### Participation in an urban redevelopment project (Nihonbashi 1-Chome East Area)

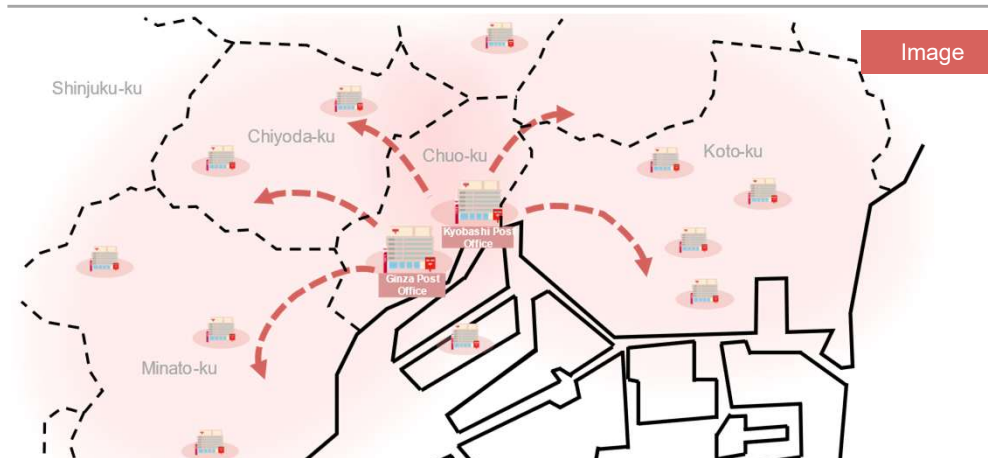


Participation in an urban redevelopment project including the Nihonbashi Post Office, and will acquire and lease office floor

#### [Block A]

Principal use	Offices, commercial facilities, etc.
Scale	40 floors above ground level
Land area	10,000 m <sup>2</sup> (building area)
Total floor area	274,000 m <sup>2</sup> (including areas held by other companies)
Construction completion	FY2034

### ②: Reorganization of collection and delivery bases in urban areas going forward (example: southern Tokyo area)



- We will transfer collection and delivery functions (such as those of Ginza Post Office and Kyobashi Post Office) mainly to properties secured in nearby areas, thereby reorganizing collection and delivery bases in urban areas as well. We will promote real estate development on the sites of former collection and delivery bases.
- The collection and delivery functions of Ginza Post Office will be transferred by FY2028, during the period of the new Medium-term Management Plan.

#### Candidates for reorganization

#### Ginza Post Office



Location	Chuo-ku, Tokyo
Land area	12,700 m <sup>2</sup>
Total floor area	60,800 m <sup>2</sup>
Construction completion	1967

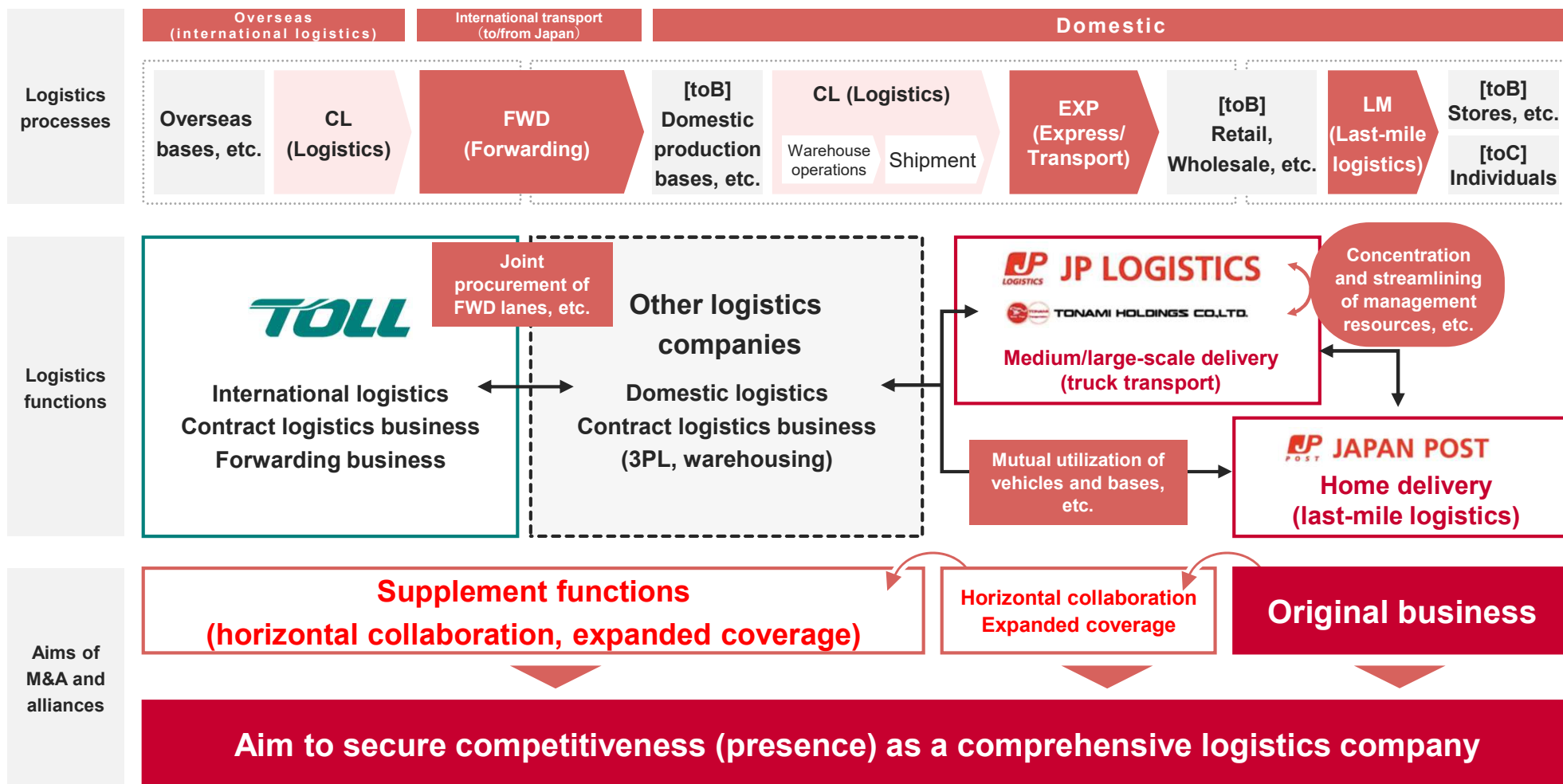
#### Kyobashi Post Office



Location	Chuo-ku, Tokyo
Land area	2,500 m <sup>2</sup>
Total floor area	15,300 m <sup>2</sup>
Construction completion	1971

## 5. Transformation into a Comprehensive Logistics Company ① Strengthening B-to-B Logistics in Japan and Overseas

- ▶ In addition to last-mile delivery, we are strengthening B-to-B logistics in Japan and overseas. We aim to become a comprehensive logistics company capable of operating all aspects of international and domestic logistics (contract logistics business, truck delivery, and home delivery) as an integrated operation, and we provide highly convenient logistics services that respond to every customer's needs by adding B-to-B logistics in Japan and overseas to last-mile delivery.
- ▶ We will utilize M&A (e.g., Tonami Holdings Co., Ltd.) and capital and business alliances (e.g., LOGISTEED Holdings, Ltd.) as ways to accomplish this. We will promote the mutual utilization of vehicles and bases, as well as the concentration and streamlining of management resources.

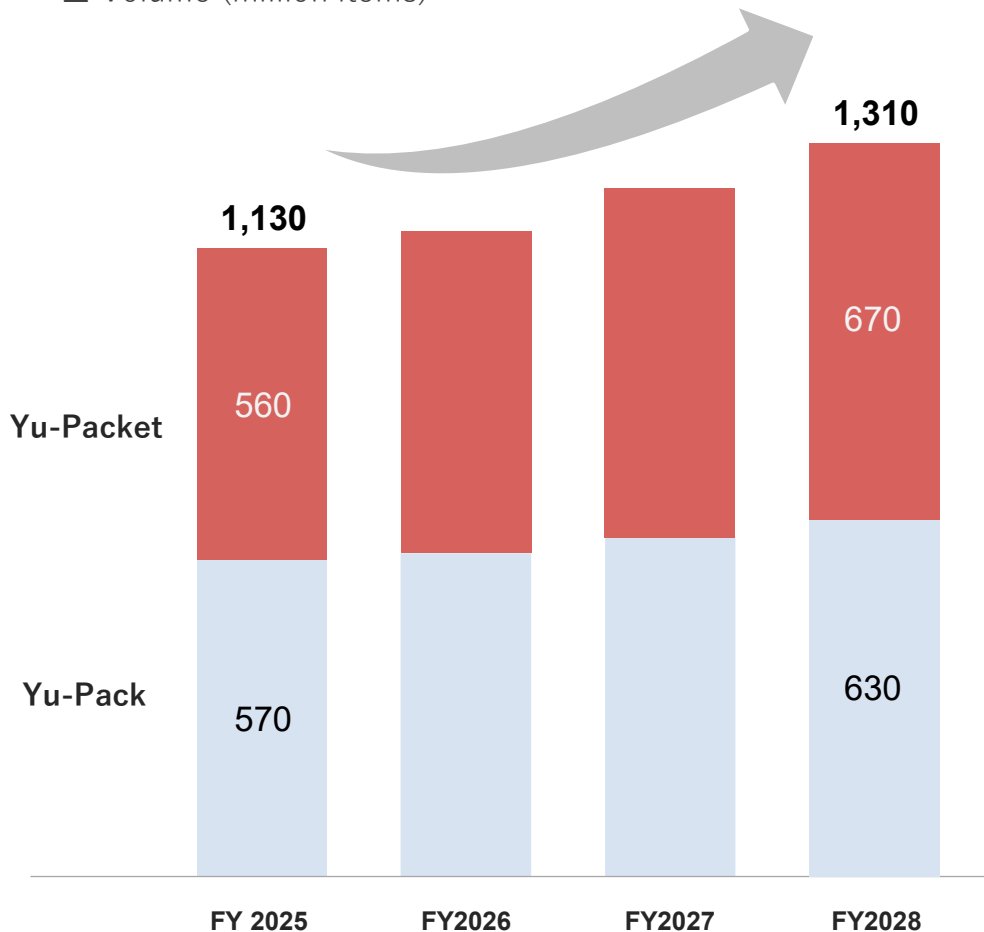


## 5. Transformation into a Comprehensive Logistics Company ② Expansion of Revenues from Yu-Pack, Yu-Packet

- ▶ Although overall growth in Japan's parcel delivery market is expected to remain limited, we will expand parcel income by establishing a flexible pricing system aimed at increasing convenience in sending/receiving of parcels and enhancing customer value while simultaneously pursuing a volume strategy centered on customer needs.
- ▶ We will continuously strengthen collaboration with other companies.

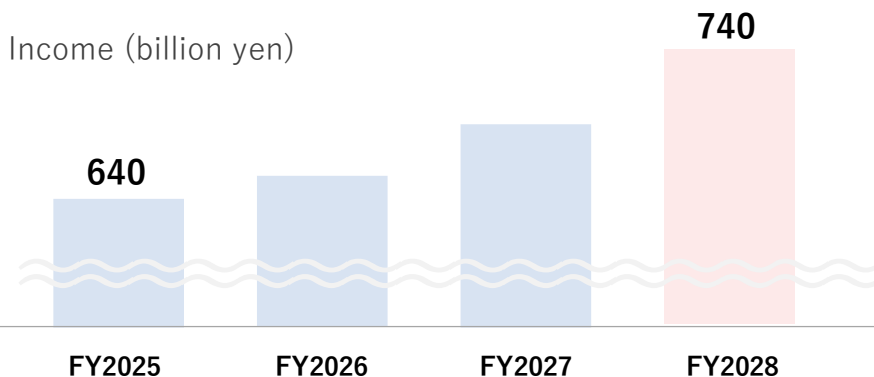
### Yu-Pack and Yu-Packet outlook

■ Volume (million items)



### Expansion of parcel income

■ Income (billion yen)



\* Overall parcel income including Yu-Mail

### Initiatives aimed at expanding volume

- Improvement of service level such as delivery time
- Relaxation of sending conditions at post offices (time, location, etc.)
- Development of products adapted to cross-border e-commerce destined for Japan
- Enhancement of recipient convenience by improving notification delivery rates and other measures
- Strengthen collaboration with other companies
- Improvement of the Post Office App and expansion of digital address usage



## 6. Strengthening the Management Base ① Promoting Initiatives for Group DX Measures

- ▶ We will promote DX initiatives in all situations to enhance the customer experience value of Japan Post Group services and the value of employees' work experience.
- ▶ We will promote the use of AI and digital technologies, and strive to create work experiences and services that are not bound by conventional assumptions or constraints.

	Enhancement of CX through utilization of digital technologies	Enhancement of EX through utilization of AI
Business	<p><b>Expansion of remote customer service by specialized consultants</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Expansion of <b>remote customer service</b> at face-to-face counters where <b>specialist employees handle financial consultations</b></li> <li><input type="checkbox"/> There are also plans to support <b>fully remote consultations</b></li> </ul>	<p><b>AI functions to support sales activities</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> AI will support preparations before meetings, responses during meetings, and recording after meetings based on customer contract information and information accumulated through daily interactions</li> </ul>
	<p><b>Expansion of easy and smooth procedures</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Expanded introduction of self-service terminals for customers</b> <ul style="list-style-type: none"> <li>• Introduction of self-checkout registers for postal counters</li> </ul> </li> <li><input type="checkbox"/> <b>Promotion of procedures through apps (Post Office App, Yucho Bankbook App, Yucho Procedures App, Japan Post Insurance App, etc.)</b></li> <li><input type="checkbox"/> <b>Expansion of services such as advance delivery notifications</b> <ul style="list-style-type: none"> <li>• Improvement of the success rate for advance notices of delivery dates</li> <li>• Expansion to some postal services such as registered mail in the future</li> </ul> </li> <li><input type="checkbox"/> <b>Improvement and wider adoption of digital address services</b> <ul style="list-style-type: none"> <li>• Resolution of social issues related to logistics and others concerning addresses</li> </ul> </li> </ul>	<p><b>Streamlining of call center operations using AI</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Utilize AI for real-time voice-to-text conversion</b> to improve the service quality of call center employees' responses and improve operational efficiency through automation of records, etc.</li> </ul>
Common	<p><b>Provision of Group-wide integrated services</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Expansion of customer convenience and savings based on Yu ID</b> <ul style="list-style-type: none"> <li>• Provision of one-stop service for procedures through Yu ID and benefits and services based on usage status</li> </ul> </li> <li><input type="checkbox"/> <b>Appropriate management of consent information and contract information received from customers based on the Group customer management platform</b></li> </ul>	

## 6. Strengthening the Management Base ② Deepening Human Capital Management

- ▶ During the period of the new Medium-term Management Plan, we will promote rebuilding the human resource portfolio in response to changes in the business environment and growth strategies and maximizing the potential of each and every employee.

### I Development of a human resource portfolio aligned with changes in the business environment and growth strategies

- Achievement of flexible personnel deployment in response to changes in the business environment and growth strategies
- Establishment of a framework to utilize dispatched employees, spot workers, and others to flexibly secure labor in response to fluctuations in the workload at post offices
- Establishment of a system to utilize foreign workers in work such as motor vehicle transportation (specified skilled workers), including long-distance truck transportation
- Establishment of a system to utilize the time generated through flexible counter operating hours, etc. to carry out various internal and external administrative tasks that are outside of regular duties

### II Maximizing the potential of each and every employee

#### Establishment of New HR System

##### ■ Introduction of a compensation system based on duties and roles, abolishing promotion by seniority

- Abolish promotion by seniority and introduce a simplified compensation system based on the content and responsibility of the work and the results achieved
- Introduction of an employee stock compensation system
- Appropriate evaluation of the results achieved and challenges

##### ■ Review of the entire system

- Redesign compensation levels including those for employees aged 60 and over
- Realization of measures to secure employment beyond age 65
- Optimization of the entire system, including various allowances and retirement benefits
- Further use of 360-degree evaluations (multifaceted observation) on employees in the management positions

#### Promotion of women's advancement and support for career autonomy

- Active promotion of women to management positions
- Develop an environment that supports emergence of more women in management positions
- Strengthening of individual career support functions

#### Creation of a comfortable working environment

- Realization of an environment that encourages managerial challenges
- Review the approach to relocation and transfer assignments so that employees facing various circumstances can exercise their abilities with peace of mind
- Expansion of workstyle options (such as greater flexibility in working days, time, etc.)

#### Major KPIs

- **Childcare leave acquisition rate / Average days of childcare leave acquired by men**  
Childcare leave acquisition rate for both men and women: 100% / Average period of childcare leave acquired by men: 1 month or more
- **Engagement score\*** FY2028 results: B in the entire Group
- **Ratio of women in management positions** as of April 1, 2031 (entire company)  
Japan Post Holdings and Japan Post 14.0% / Japan Post Bank 25.0% / Japan Post Insurance 16.5%

## 6. Strengthening the Management Base ③ Promotion of Initiatives Related to the Top Management Priorities (Materialities)

- ▶ We aim to achieve our management philosophy by creating two types of social value: the development of society and the region and the realization of happiness for stakeholders.
- ▶ For the three top management priorities (materialities), we will take measures to address strategies, risks and opportunities to be pursued over the three years of the new Medium-term Management Plan.

Long-term Vision	To realize this	Top management priorities (Materiality)		Details	Main strategies and measures during the three-year period of the new Medium-term Management Plan	Targets / KPIs (Example)		
						Financial	Non-financial	
<p><b>Group management philosophy</b></p> <p>Realize</p> <ul style="list-style-type: none"> <li>• Development of society and the region</li> <li>• Realization of happiness for stakeholders</li> </ul> <p>Value creation</p> <p>In addition to strengthening the functions of the three platforms, we will create even greater appeal and value as the Japan Post Group by providing cross-platform services through the real estate business and each platform</p> <p><b>Long-term Vision</b></p> <p>Lifestyle Support, Comprehensive Finance, Comprehensive Logistics</p> <p>Coordinate</p> <p><b>Real Estate Business</b></p> <p>Strengthening governance and compliance</p>		<p><b>[Local community]</b></p> <p><b>Fulfilling our role as regional infrastructure and a lifestyle support hub</b></p> <p>In the midst of a declining and aging population, we will utilize our nationwide network throughout Japan to fulfill our role as regional infrastructure and a hub for lifestyles through financial, logistics, and counter functions.</p>	<p><b>[People]</b></p> <p><b>Provision of services that support lifestyles according to needs and life stages</b></p> <p>We will support secure and affluent daily lives by offering optimal proposals that combine postal and domestic logistics, banking, and insurance services in response to diversifying values and life stages.</p>	<p><b>[Trust]</b></p> <p><b>Strengthening the foundation of trust from the local community and customers</b></p> <p>We will thoroughly implement compliance and build an unshakable foundation of trust from local communities and customers through customer-oriented business operations and sincere communication.</p>	<p>① <b>Review of the business structure to ensure the sustainable provision of universal service</b></p> <p>② <b>Enhancement of corporate value through profit growth in growth areas</b></p> <p>③ <b>Strengthening the Group's management base</b></p> <p>Strengthening and ensuring compliance and governance</p> <p>Customer-oriented business operations</p> <p>Deepening human capital management</p> <p>Strengthening digital infrastructure</p> <p>Contribution to the realization of a decarbonized, recycling-oriented society</p>	<p><b>Overall</b></p> <ul style="list-style-type: none"> <li>-ROE</li> <li>-Net income attributable to Japan Post Holdings</li> </ul> <p><b>Targets by segment</b></p> <ul style="list-style-type: none"> <li>-Postal and domestic logistics</li> <li>-Post office</li> <li>-International logistics</li> <li>-Real estate</li> <li>-Banking</li> <li>-Life Insurance</li> </ul>	<p><b>Supporting lifestyles</b></p> <ul style="list-style-type: none"> <li>-Total number of contracted local governments</li> </ul> <p><b>Improving accessibility</b></p> <ul style="list-style-type: none"> <li>-Number of Yu ID members</li> <li>-Number of Post Office App downloads</li> </ul> <p><b>Solving social issues through investment and financing</b></p> <ul style="list-style-type: none"> <li>Sustainable finance, impact investment</li> </ul> <p><b>Deepening human capital management</b></p> <ul style="list-style-type: none"> <li>-Childcare leave acquisition rate</li> <li>/ Average days of childcare leave acquired by men</li> <li>-Engagement score</li> <li>-Ratio of women in management positions</li> </ul> <p><b>Contribution to the realization of a decarbonized, recycling-oriented society</b></p> <ul style="list-style-type: none"> <li>Greenhouse gas (GHG) emission reductions</li> </ul>	

## 6. Strengthening the Management Base ④ Strengthening Governance Structure

- ▶ We will fundamentally strengthen governance by establishing a new organization that accurately understands the actual situation at each post office and provides support for the permeation of legal and regulatory rules while working closely with each post office. We will build an environment where customers can use post offices with confidence and peace of mind through the permeation of this structural reform and recurrence prevention measures.
- ▶ In the new organization, **personnel will be assigned at the regional level close to post offices, and we will provide detailed guidance and support to each post office employee to ensure compliance and business quality.**
- ▶ We will continue efforts to create an open organization through measures such as reducing burdens and errors by revising or abolishing operations and developing systems, and by strengthening management capabilities.

### Organizational and structural reforms to strengthen governance

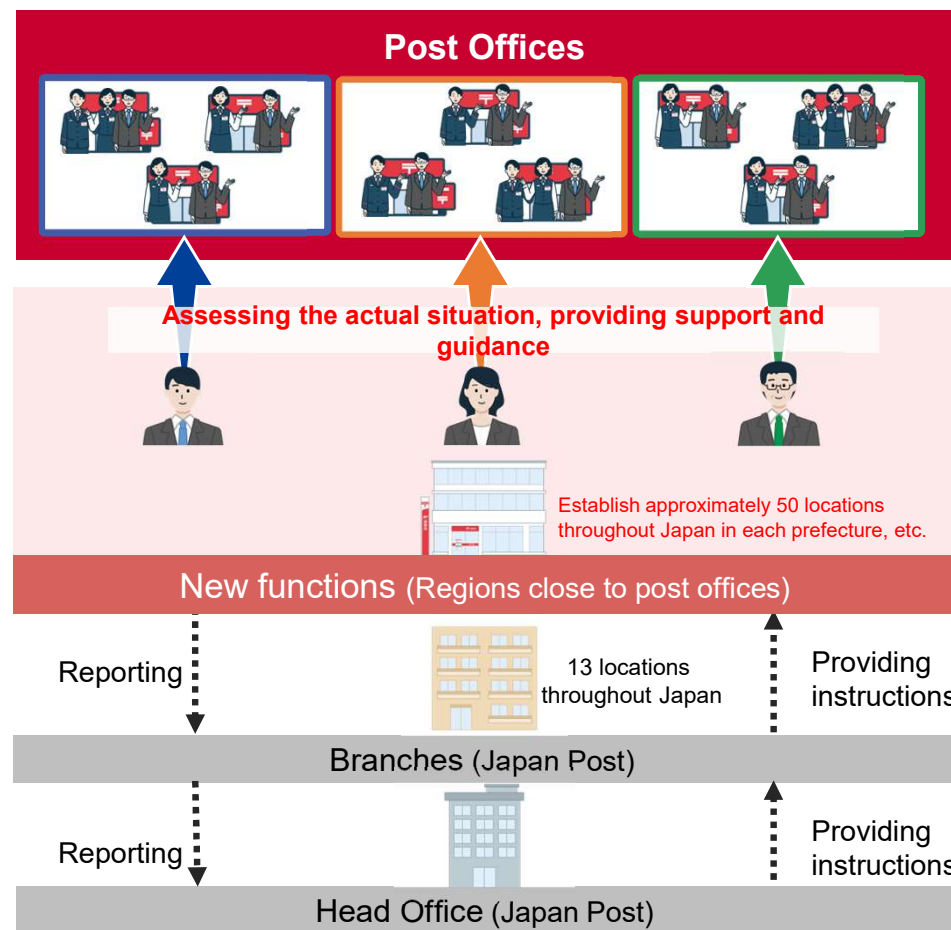
- Establish a new organization (Financial Operations Support Division) that is responsible for post offices on a prefectural basis, etc., and provides fine-tuned support for the permeation of legal and regulatory rules in close proximity to the post offices.
- Strengthen systems in second-line-of-defense divisions (risk management, compliance, etc.)

### Review of workflow and development of systems aimed at ensuring legal, regulatory, and general compliance

- In order to create an environment aimed at ensuring legal, regulatory, and general compliance, we will conduct a comprehensive review of post office operations and aim to reduce burdens through the revision or abolition of operations. In particular, we will establish efficient business processes through measures such as the adoption of paperless operations and a review of seal requirements.
- By reducing manual work areas in the workflow and promoting systemization, we will create an environment that effectively and efficiently prevents legal and regulatory violations in advance and enables safe operations (digital roll calls, etc.).

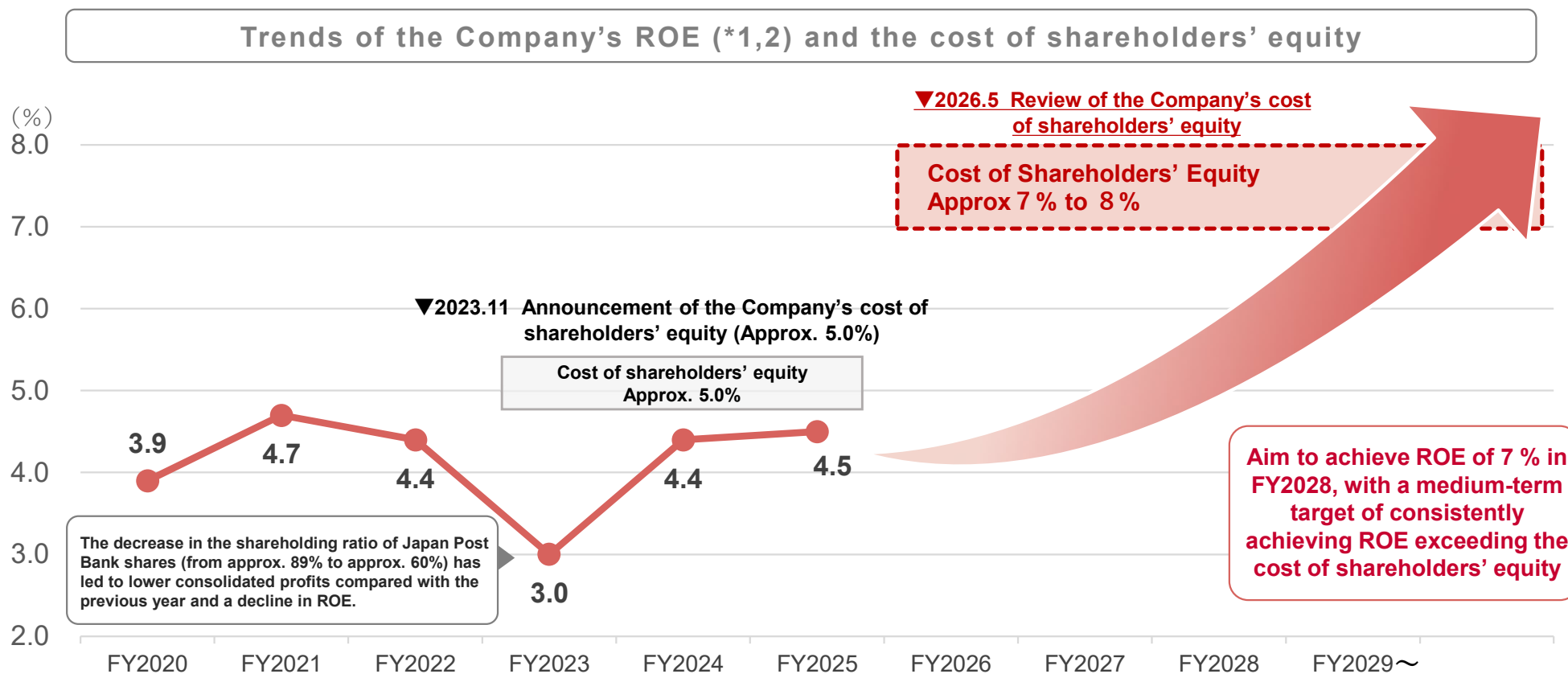
### Initiatives to reform the organizational culture, develop human resources, and instill awareness

- We hold company-wide participatory meetings so that each employee can think and act toward realizing the company's intended direction.
- We will also continue to develop human resources to thoroughly implement customer-oriented operations and legal compliance.
- We will enhance the management capabilities of management personnel through enriched training at the time of promotion and other measures.



## 7. Capital Policy ① Review of the Cost of Shareholders' Equity Recognized by the Company

- ▶ We have reconsidered the cost of shareholders' equity announced in November 2023 in conjunction with the formulation of the new Medium-term Management Plan. Based comprehensively on CAPM and earnings yield and the perspective of the capital market, the Company's cost of shareholders' equity is considered to be in the range of approx 7% to 8%.
- ▶ The Company's ROE for the fiscal year ended March 31, 2026 is 4.5%, which is below the cost of shareholders' equity we recognize. By mainly working on our key strategies in the new Medium-term Management Plan period, we aim to achieve ROE of 7% in FY2028, with a medium-term target of consistently achieving ROE exceeding the cost of shareholders' equity.



\*1 ROE on a shareholders' equity basis not affected by net unrealized gains (losses) on available-for-sale securities, taking into consideration our banking business characteristics.

\*2 Calculated by dividing net income attributable to Japan Post Holdings by the average shareholders' equity during the period (excluding non-controlling interests and net unrealized gains (losses) on available for-sale securities from net assets) and rounding to the first decimal place.

## 7. Capital Policy ② Shareholder Return Policy

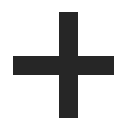
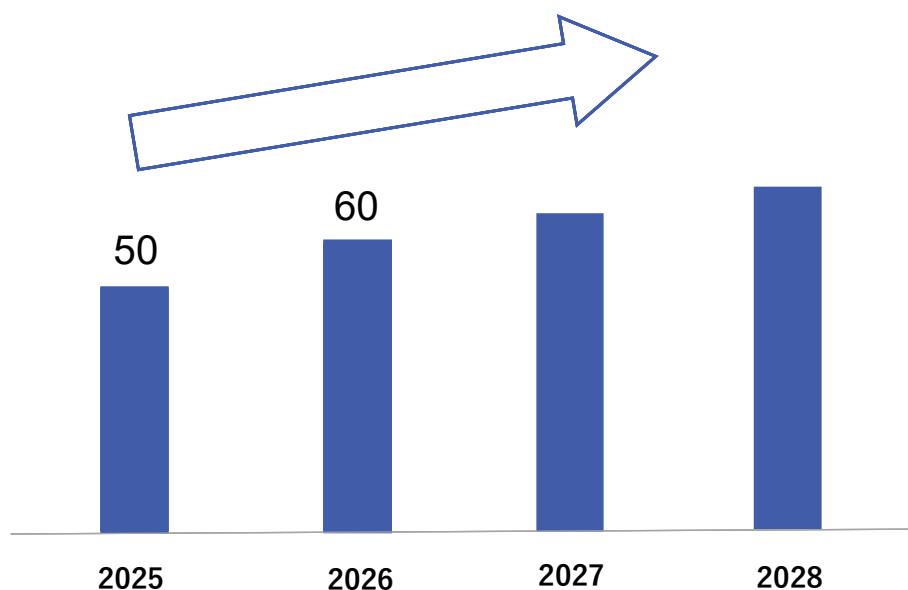
- ▶ Taking into account factors including projected profits and financial soundness, we aim for a cumulative total shareholder return ratio of 50% or more during the new Medium-term Management Plan period in order to strengthen shareholder returns.
- ▶ For dividends, we have introduced progressive dividends starting at ¥60, based on performance. We will also implement continuous and flexible share repurchases to improve capital efficiency.

### Dividends

- Increase dividend to ¥60 in FY2026
- Introduce a progressive dividend policy reflecting business performance, starting at ¥60

### Share Repurchases

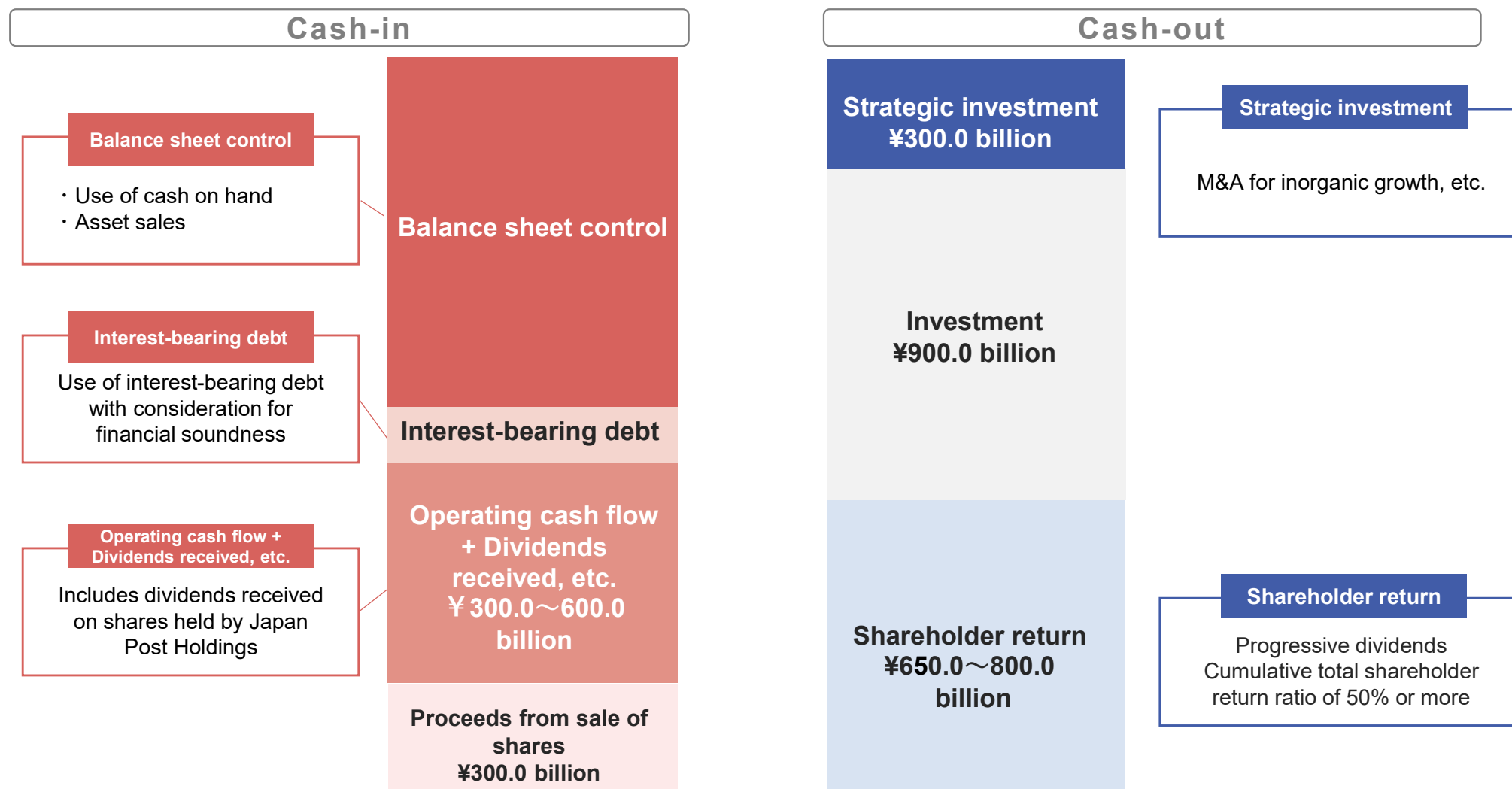
- Implement continuous and flexible share repurchases



We aim to achieve a cumulative total shareholder return ratio of **50% or more** during the period of the new Medium-term Management Plan, including share repurchases

## 7. Capital Policy ③ Cash Allocation Excluding the Two Financial Subsidiaries (FY2026–FY2028)

- ▶ In addition to operating cash flow from business activities, dividends from equity holdings, and proceeds from past share sales, we will allocate excess net cash and funds procured through interest-bearing debt to investments, including M&A for inorganic growth, and shareholder returns, to promote our key strategies and improve capital efficiency. Through these initiatives, we aim to achieve corporate value enhancement and secure an appropriate market valuation.



\*1 Operating cash flow is calculated with a certain range, being implemented the possibility of postal charge revisions to be implemented in FY2027.

\*2 Proceeds from sale of shares are the remaining amount from the sale of shares in the two financial subsidiaries (Japan Post Bank and Japan Post Insurance (collectively, the two financial subsidiaries)) under the previous Medium-term Management Plan.

## 7. Capital Policy ④ Investment Plans

- ▶ During the period of the new Medium-term Management Plan, we plan to invest ¥900.0 billion across all segments excluding the two financial subsidiaries.
- ▶ In addition to the above, a strategic investment framework of ¥300.0 billion has been established.

Segments	Total amounts of investment in the three years	Main investments
Postal and domestic logistics business	¥ 390.0 billion	<ul style="list-style-type: none"> <li>• Facility repairs, deployment of electric vehicles, etc. (¥245.0 billion)</li> <li>• Investments in infrastructure development and operational reforms at logistics bases (¥100.0 billion)</li> <li>• System investments (¥45.0 billion)</li> </ul>
Post office business	¥ 115.0 billion	<ul style="list-style-type: none"> <li>• Facility and equipment investment (¥95.0 billion)</li> <li>• System investments (¥20.0 billion)</li> </ul>
International logistics business	¥ 100.0 billion	<ul style="list-style-type: none"> <li>• Facility and equipment investment (¥90.0 billion)</li> <li>• System investments (¥10.0 billion)</li> </ul>
Real estate business	¥ 260.0 billion	<ul style="list-style-type: none"> <li>• Investments for the leasing business (¥180.0 billion)</li> <li>• Investments for the rotational-type businesses (¥50.0 billion)</li> <li>• Investments for the built-for-sale business (¥30.0 billion)</li> </ul>

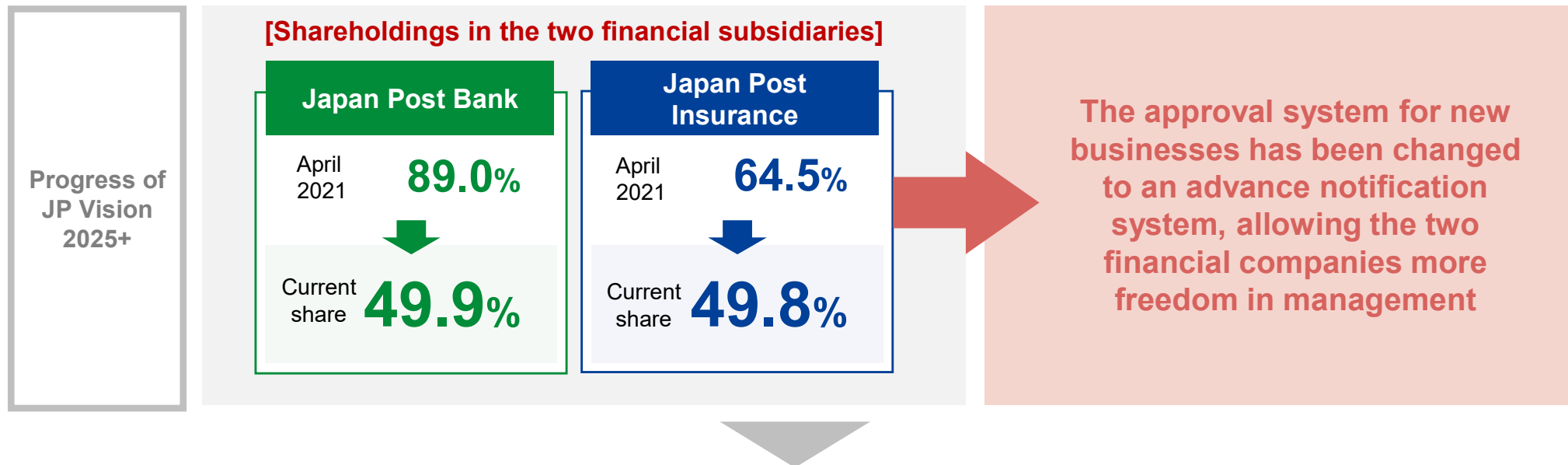
### (Reference) Main investment plans of the two financial subsidiaries\*

Japan Post Bank (Banking Business)	¥ 500.0 billion	<ul style="list-style-type: none"> <li>• Strategic IT investments, including investments in AI (Approx. ¥125.0 billion)</li> <li>• IT investments for stable business operations, including renewal of core systems (Approx. ¥375.0 billion)</li> </ul>
Japan Post Insurance (Life Insurance Business)	¥ 240.0 billion	<ul style="list-style-type: none"> <li>• Investments in business growth strategies, including AI and digital utilization (Approx. ¥90.0 billion)</li> <li>• IT investments for stable business operations, including renewal of system infrastructure (Approx. ¥150.0 billion)</li> </ul>

\*Cash flow basis of capital investment + expenses

## 7. Capital Policy ⑤ Policy on Sale of Shares in the Two Financial Subsidiaries

- ▶ As set out in the targets of the previous Medium-term Management Plan, our holding ratio in Japan Post Bank and Japan Post Insurance shares has already fallen to 50% or less by FY2025.
- ▶ During the new Medium-term Management Plan period, we will continue to deliberate on the disposal of shares in the two financial subsidiaries, while taking into account the purpose of the Postal Service Privatization Act and the perspective of Group management.



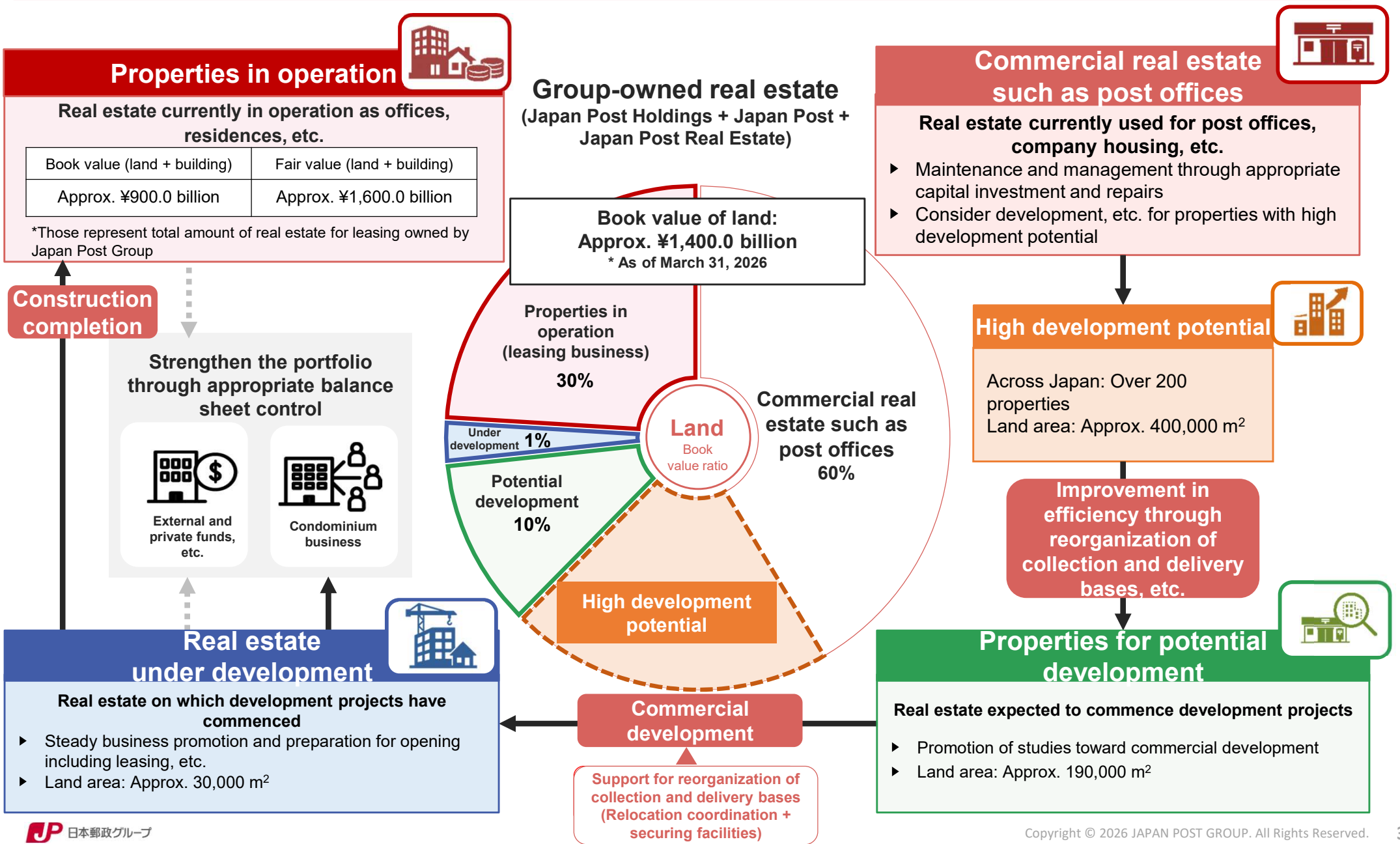
**Policy on Sale during the Next Medium-term Management Plan period**

- We will continue to deliberate on the disposal of shares in the two financial subsidiaries in light of the purpose of the Postal Service Privatization Act.
- From Group management perspectives, we will proceed with deliberations while taking the following factors into account. We will also deliberate on measures to strengthen the alliance between the two financial subsidiaries and Japan Post to support the relationship of business entrustment. Toward embodying the measures, Group-wide efforts will be made.
  - Impact on universal services
  - Financial conditions of two financial subsidiaries
  - Ensuring Group unity
  - Impact on consolidated business results
  - Demand of funds for growth investment of Japan Post Holdings and Japan Post
  - Market trends

# Appendix

# Appendix 1 Further Commercial Development of Group-owned Real Estate (Promotion of CRE Strategy)

- ▶ We will strongly promote the commercial development of the Group-owned real estate (post offices, company housing, etc.) to realize its potential.



## Appendix 2 List of Properties Under Development or Those for Potential Development

## Properties under development

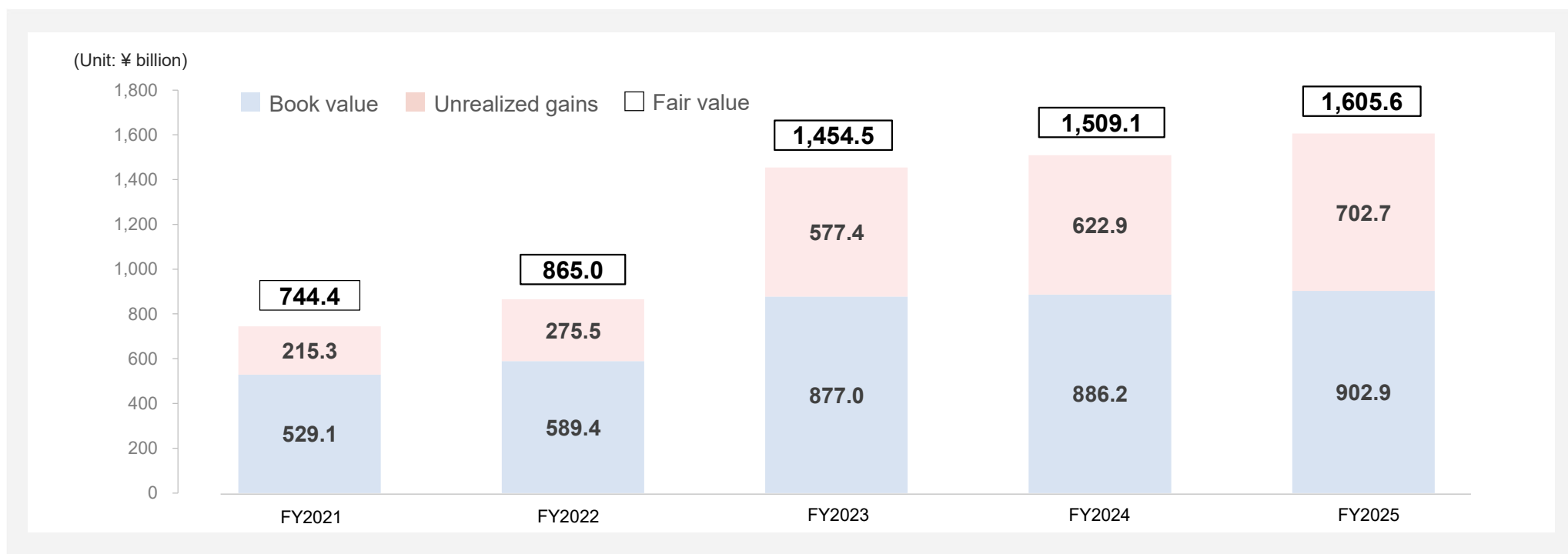
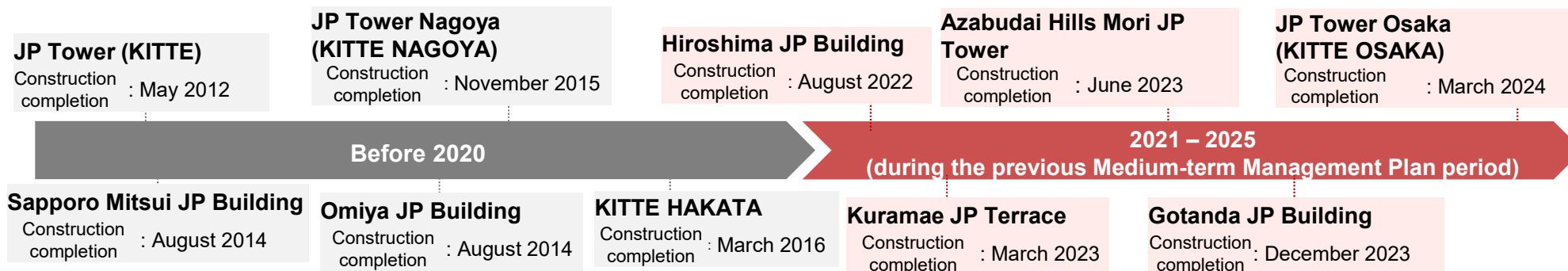
	Name	Group-owned real estate	Location	Site area (m <sup>2</sup> )	Total floor area (m <sup>2</sup> )	Principal use	Level	Scheduled construction completion and acquisition
1	The Landmark Nagoya Sakae		Nagoya-shi, Aichi	4,800	109,700	Offices, hotel, commercial facilities, etc.	41 floors above the ground level, 4 floors below	2026
2	Former Takami Dormitory (Proud Ikeshita Takami)	✓	Nagoya-shi, Aichi	2,100	4,600	Housing (for sale)	7 floors above the ground level	2026
3	Former Okurayama Company Housing (Park Homes Okurayama The Terrace)	✓	Yokohama-shi, Kanagawa	2,300	6,900	Housing (for sale)	7 floors above the ground level	2026
4	JR Kyushu site (MJR Kagoshima Chuo Station Front The Garden)		Kagoshima-shi, Kagoshima	2,900	15,100	Housing (for sale)	14 floors above the ground level	2026
5	Former Kagoshima Office, Kyushu Regional Office (MJR Kagoshima Chuo Station Front The Residence)	✓	Kagoshima-shi, Kagoshima	5,000	28,100	Housing (for sale)	14 floors above the ground level	2027
6	Amagasaki Logistics Project		Amagasaki-shi, Hyogo	16,700	35,800	Logistics facilities	4 floors above the ground level	FY2026
7	Minami Funabashi Logistics Project		Narashino-shi, Chiba	38,100	102,700	Logistics facilities	5 floors above the ground level	FY2026
8	Osaka-shi Nishi-ku Kawaguchi 1-Chome Project		Osaka-shi, Osaka	1,600	9,100	Housing (rental)	13 floors above the ground level, 1 floor below	FY2026
9	Former MIELPARQUE KYOTO	✓	Kyoto-shi, Kyoto	2,200	14,000	Office (renovation)	9 floors above the ground level, 2 floors below	FY2027
10	Former Nakagyo Oike Company Housing	✓	Kyoto-shi, Kyoto	700	5,500	Housing (for sale)	11 floors above the ground level	FY2027
11	Former Tennoji Ueshio Company Housing	✓	Osaka-shi, Osaka	400	2,200	Housing (for sale)	13 floors above the ground level	FY2027
12	Former Tennoji Rokumantai Company Housing	✓	Osaka-shi, Osaka	1,300	7,600	Housing (for sale)	24 floors above the ground level	FY2028
13	Ota-ku Kamata 3-Chome Project		Ota-ku, Tokyo	800	3,600	Housing (rental)	14 floors above the ground level	FY2028
14	Osaka Sakurajima Resort Project		Osaka-shi, Osaka	17,200	100,400	Hotel	14 floors above the ground level, 1 floor below	FY2028
15	Former Shirokane Company Housing (Shirokane 1-chome West Central Area Urban Redevelopment Project)	✓	Minato-ku, Tokyo	12,200	99,000	Housing (rental/for sale), etc.	39 floors above the ground level	FY2029
16	Osaka-shi Tennoji-ku Project	✓	Osaka-shi, Osaka	1,200	under review	Housing (for sale)	under review	FY2030

## Main properties for potential development

	Name	Group-owned real estate	Location	Site area (m <sup>2</sup> )	Current status (as of May 2026)
1	Kudan Post Office (Kudanminami 1-Chome Area Urban Redevelopment Project)	✓	Chiyoda-ku, Tokyo	1,300	In-use
2	Kojimachi Post Office	✓	Chiyoda-ku, Tokyo	2,400	In-use
3	Former Kudankita Company Housing	✓	Chiyoda-ku, Tokyo	2,800	Already moved-out
4	Nihonbashi Post Office (Nihonbashi 1-Chome East Area Urban Redevelopment Project)	✓	Chuo-ku, Tokyo	2,900	Already temporarily relocated
5	Ginza Post Office	✓	Chuo-ku, Tokyo	12,700	In-use
6	Kyobashi Post Office	✓	Chuo-ku, Tokyo	2,500	In-use
7	Shiodome lot	✓	Minato-ku, Tokyo	1,400	In provisional use
8	Gaienmae Post Office	✓	Minato-ku, Tokyo	400	In-use
9	Former MIELPARQUE TOKYO	✓	Minato-ku, Tokyo	7,500	In provisional use
10	Akasaka Post Office	✓	Minato-ku, Tokyo	2,700	In-use
11	Shiba Post Office	✓	Minato-ku, Tokyo	2,100	In-use
12	Takanawa Post Office	✓	Minato-ku, Tokyo	3,900	In-use
13	Former Takanawa 3-Chome Company Housing	✓	Minato-ku, Tokyo	1,500	Already moved-out
14	Former Shinjuku Nijukkimachi Company Housing	✓	Shinjuku-ku, Tokyo	1,100	Already moved-out
15	Former Nakaochiai Company Housing	✓	Shinjuku-ku, Tokyo	3,000	Already moved-out
16	Nakano Post Office	✓	Nakano-ku, Tokyo	6,500	In-use

	Name	Group-owned real estate	Location	Site area (m <sup>2</sup> )	Current status (as of May 2026)
17	Former Hokkaido Training Institute	✓	Sapporo-shi, Hokkaido	14,900	Already demolished
18	Yokohama Central Post Office ((Tentative) Yokohama Station Minami-Higashiguchi Area Urban Redevelopment Project)	✓	Yokohama-shi, Kanagawa	6,400	In-use
19	Former MIELPARQUE Yokohama	✓	Yokohama-shi, Kanagawa	3,400	In provisional use
20	Kyoto Central Post Office	✓	Kyoto-shi, Kyoto	7,500	In-use
21	Former MIELPARQUE Osaka	✓	Osaka-shi, Osaka	6,800	In provisional use
22	Kobe lot	✓	Kobe-shi, Hyogo	2,500	In provisional use
23	Fukuoka Central Post Office	✓	Fukuoka-shi, Fukuoka	4,700	In-use
24	Nagasaki Central Post Office	✓	Nagasaki-shi, Nagasaki	3,000	In-use

## Appendix 3 Fair Value of Real Estate for Rental Business owned by Japan Post Group

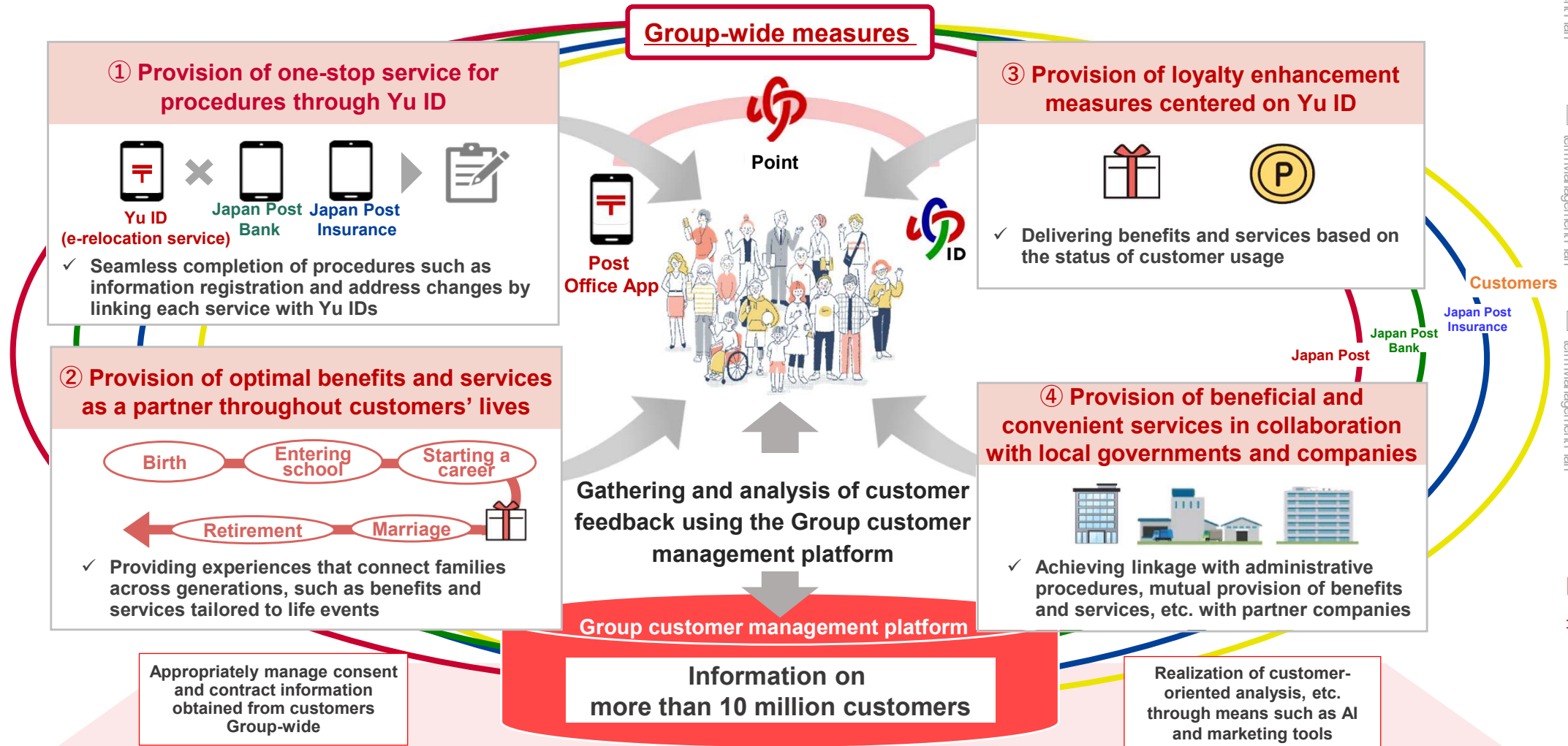


### Major acquisitions and development properties

FY2021	FY2022	FY2023	FY2024	FY2025
<ul style="list-style-type: none"> <li>JP noie Waseda</li> <li>JP noie Koishikawa Tomisaka</li> <li>Sonare Hamadayama</li> </ul>	<ul style="list-style-type: none"> <li>Hiroshima JP Building</li> <li>Kuramae JP Terrace</li> <li>JP noie Kameido</li> </ul>	<ul style="list-style-type: none"> <li>JP Tower Osaka (KITTE Osaka)</li> <li>Azabudai Hills Mori JP Tower</li> <li>Gotanda JP Building</li> </ul>	<ul style="list-style-type: none"> <li>JP noie Todoroki</li> <li>JP noie Yokohama Hiranuma</li> <li>Wellcare Garden Bajikouen</li> </ul>	<ul style="list-style-type: none"> <li>JP noie Nishikamata</li> <li>JP noie Tenjin-minami</li> <li>Uemachidai Ryuzoji</li> </ul>

## Appendix 4 Provision of Group-wide Integrated Services Using Yu ID

- ▶ We will provide support and other services tailored to life events on a Group-wide basis by staying close to customers' lives with Yu ID as the core.
- ▶ We will also expand customer convenience and benefits by pursuing collaboration outside the Group through Yu IDs and points, etc.

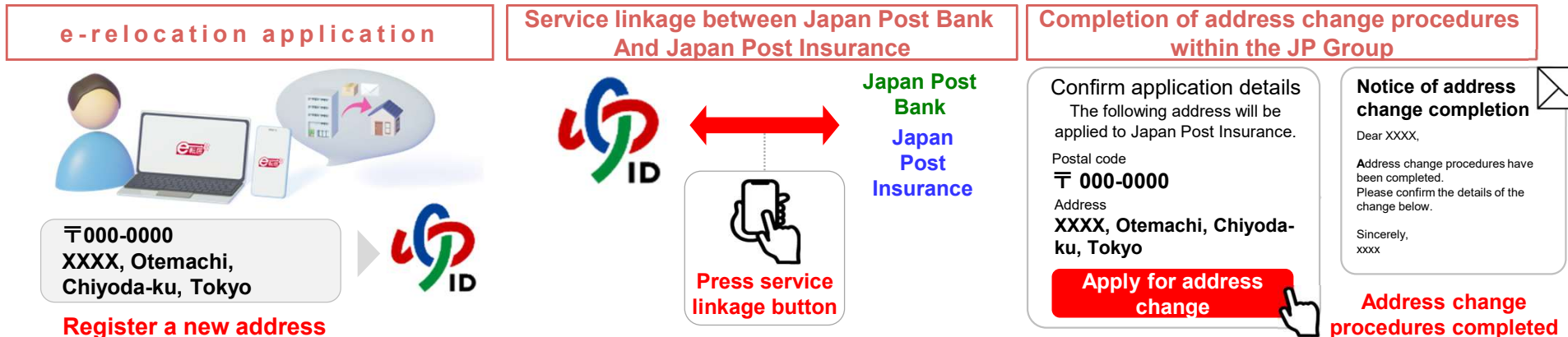


**Target value as of FY2028**  
 Yu ID (currently 18.5 million → FY2028 28.0 million), Yu-Yu Point ID (currently 6.0 million → FY2028 10.0 million),  
 Number of Post Office App downloads (10.0 million → FY2028 20.0 million)

## Appendix 5 One-stop Service for Procedures Using Yu ID

- ▶ We are aiming to improve the customer experience by providing a one-stop service for address changes and other procedures that currently require multiple steps for each business line.
- ▶ In the future, the Yu ID My Page, etc., will serve as a hub to provide a comprehensive range of procedures for each Group company.

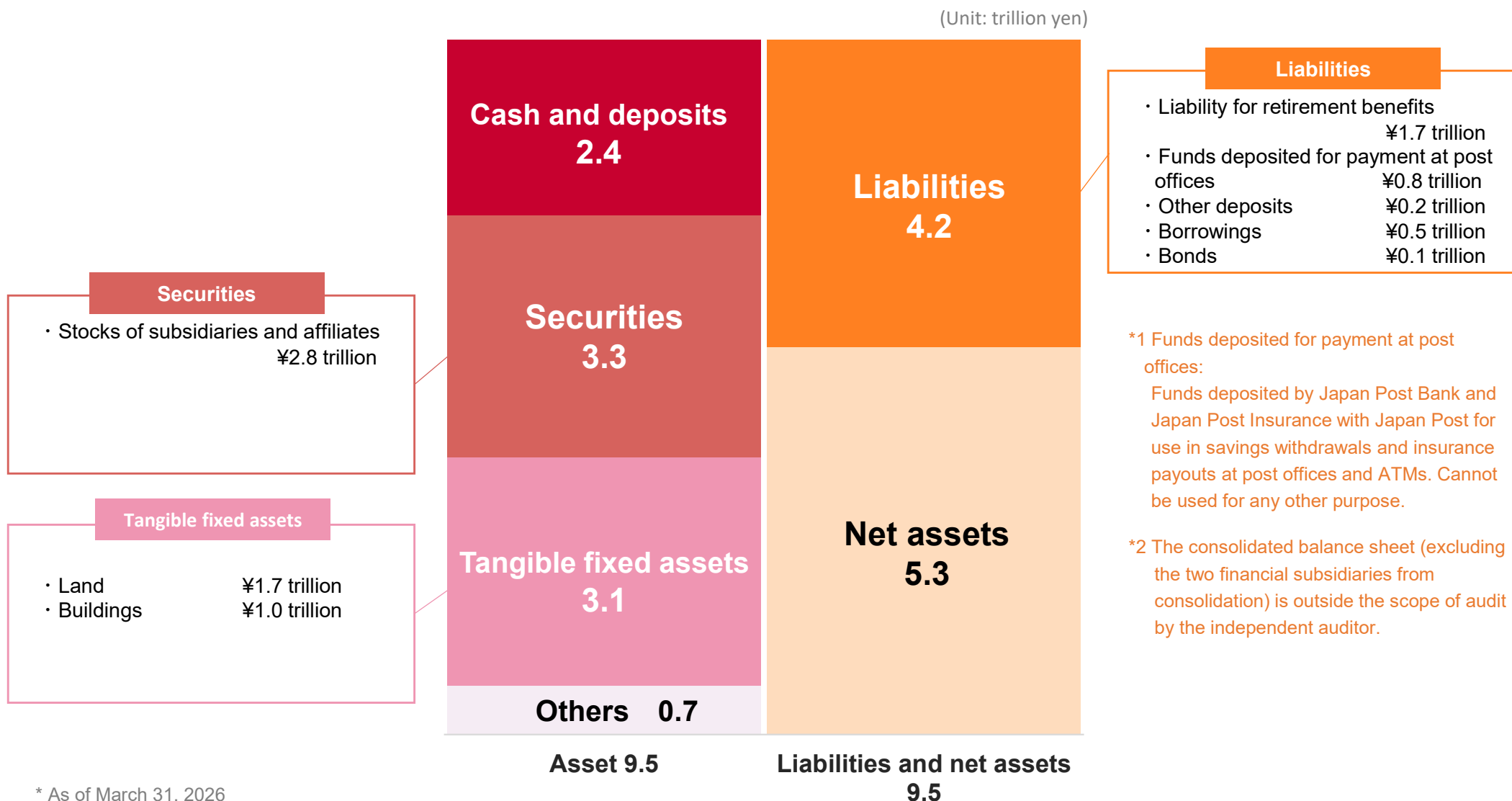
### Simplification of address change procedures, etc. within the JP Group



	Procedures	Customer value
	<ul style="list-style-type: none"> <li>● Apply for e-relocation using Yu ID</li> <li>● Yu ID address is automatically updated after e-relocation application</li> </ul>	<ul style="list-style-type: none"> <li>● It is possible to apply anytime, anywhere</li> <li>● Mail addressed to the old address can be forwarded to the new address free of charge for one year</li> </ul>
	<ul style="list-style-type: none"> <li>● Link Yu ID with My Page website of Japan Post Insurance, Yucho Bankbook App, etc. * Press service linkage button</li> <li>● No repeated registration is required once linked</li> </ul>	<ul style="list-style-type: none"> <li>● By linking Yu ID with the My Page website of Japan Post Insurance or Yucho Bankbook App, it is possible to earn Yu-Yu Points across the Group's services</li> </ul>
	<ul style="list-style-type: none"> <li>● By applying with the new address linked to Yu ID to Japan Post Insurance and Japan Post Bank, the address change procedures for each company are completed * Additional registration of identification documents for the new address may be required after application</li> </ul>	<ul style="list-style-type: none"> <li>● Troublesome address change procedures such as filling out address change documents (registration) or visiting a post office counter are no longer necessary</li> </ul>

## Appendix 6 Consolidated Balance Sheet (Excluding the Two Financial Subsidiaries from Consolidation)

- ▶ The consolidated balance sheet assuming Japan Post Bank and Japan Post Insurance (including their subsidiaries) are excluded from consolidation is as follows.



\* As of March 31, 2026

## Appendix 7 Capital Profitability of Each Segment (Excluding Financial Segments)

- ▶ Improving the capital efficiency of each segment is important for enhancing the Group's overall ROE.
- ▶ Taking into account primarily the business characteristics of each segment and the need to focus on the efficient utilization of cash, we will promote ROA-based management for each segment excluding the two financial subsidiaries.

### Capital Profitability

(Unit: billion yen)

	Postal and domestic logistics	Post office	Real estate	International logistics
① Total assets by segment *1	2,161.3	1,938.6	1,175.3	425.0
② Net operating income by segment *2	△11.8	6.9	23.9	13.8
③ ROA (② / ①)	—	0.4%	2.0%	3.3%

\*1 (Total assets by segment as of March 31, 2025 + Total assets by segment as of March 31, 2026) ÷ 2

The above total assets include amounts equivalent to cash and deposits.

\*2 Net operating income by segment for FY2025

**We will promote improvement of the capital efficiency of each segment to enhance the Group's overall ROE.**

### <Disclaimer>

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Therefore, please be aware that actual results may vary depending upon various factors, such as the impact of changes in interest rates, fluctuation in stock price, changes in exchange rate, price fluctuation in asset holdings, changes in economic and financial conditions and trends, changes in competitive conditions, occurrence of large-scale disaster, etc., and changes in laws and regulations. Furthermore, the Company has no obligation to update these figures or to publish updated figures.

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