

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.



March 30, 2026

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Approval of Business Plan for the Fiscal Year Ending March 31, 2027

Japan Post Holdings Co., Ltd. and its subsidiary, Japan Post Co., Ltd., hereby announce that on Friday, February 27, 2026, an application to the Minister of Internal Affairs and Communications was submitted for approval of the Business Plan for the Fiscal Year Ending March 31, 2027 (hereafter, the "Business Plan"), and that approval was given today, along with requests from the Minister.

The Business Plans for Japan Post Holdings Co., Ltd. and Japan Post Co., Ltd. are presented as Attachment 1 and Attachment 2, respectively, while the items requested from the Minister are annexed to each Business Plan, which are available at the link below.

https://www.japanpost.jp/news/pressrelease/20260330_01/ [in Japanese]

Fiscal Year 2026

From April 1, 2026 to March 31, 2027

22nd Term

Business Plan

Japan Post Holdings Co., Ltd.

Foreword

Japan Post Holdings Co., Ltd. (hereafter, “Japan Post Holdings”) will formulate and ensure execution of the basic management policies of Japan Post Co., Ltd. (hereafter, “Japan Post”), Japan Post Bank Co., Ltd. (hereafter, “Japan Post Bank”), and Japan Post Insurance Co., Ltd. (hereafter, “Japan Post Insurance”), and exercise its rights as shareholder thereof. Furthermore, Japan Post Holdings will support the businesses of Japan Post, Japan Post Bank, and Japan Post Insurance (hereafter, collectively the “business subsidiaries”), etc. by subcontracting indirect operations that can achieve economies of scale. In addition, by conducting management of hospitals, Japan Post Holdings 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, Japan Post Holdings will conduct management of the company by making efforts to ensure that Japan Post Holdings demands management transparency from itself, follows 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, Japan Post Holdings 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 on Japan Post Holdings Co., Ltd. (Act No. 98 of 2005), can be utilized consistently, universally, and fairly at post offices throughout the country via convenient customer-oriented methods, while striving to make greater use of the post office network with the aim of contributing to local communities.

Japan Post Holdings announced the Key Initiatives of the Next Medium-term Management Plan (Outline) on November 14, 2025. It plans to further deepen the “co-creation platform” that it has worked to establish and strengthen it with three functions: a “comprehensive logistics platform” that can operate both international and domestic logistics services as an integrated business, a “comprehensive financial platform” that provides a wide range of financial services to customers through all channels—real, remote, and digital—and a “lifestyle support platform” that expands the community living infrastructure functions centered on post offices and provides services tailored to each region. Based on this outline, Japan Post Holdings plans to announce the group’s next medium-term management plan (FY2026–FY2028) in May 2026.

1. Basic Policy on Business Operations

(1) Increasing the Corporate Value of the Japan Post Group

As a means of increasing corporate value of the group, regarding management challenges faced by each company in the Japan Post Group, Japan Post Holdings will provide necessary support and work toward their resolution while deepening the collaboration between each company as the holding entity.

In the fiscal year ended March 31, 2026, to create and enhance value group-wide, Japan Post Holdings took over management of the Yu IDs and the Yu-Yu Point program from Japan Post and began awarding Yu-Yu Points for the purchase of products and services at post offices. In the fiscal year ending March 31, 2027, Japan Post Holdings will continue to work together with its business subsidiaries to promote the integration of business subsidiaries’ services and Yu IDs, as well as expand the range of situations where customers can earn and use Yu-Yu Points.

As a way to improve customer experience value through Yu ID integration, Japan Post Holdings aims to create a service that utilizes the address information registered with Yu IDs to enable one-stop address change procedures across services in group subsidiaries. In addition, Japan Post Holdings will continue to pursue group-wide initiatives aimed at the digitalization of post office counter services, mainly through the shift to self-service and the expansion of remote services.

Moreover, Japan Post Holdings will improve customer experience value by enabling swifter and more accurate service provision through the use of sophisticated data analysis and AI tools. For internal operations within the group, too, JPH will roll out AI tools such as GGAIP, which is already in use, as well as conduct training to develop human resources capable of utilizing generative AI at each group company. In these ways, Japan Post Holdings aims to increase productivity and creativity while enhancing work experience value for employees.

In addition, Japan Post Holdings will revise its human resources portfolio, optimize employee evaluation, treatment, and development, and promote diverse working styles, based on the Group Human Resources Policy, which was established from the perspective of promoting human capital management, as well as the long-term environmental changes anticipated in the future. In this way, it aims to ensure that all employees can leverage their diverse perspectives and value perceptions and work with pride and fulfillment.

Specifically, Japan Post Holdings will further promote the group's systems of internal open front-line recruitment, comeback hiring, and referral hiring to restructure the human resources portfolio. It will also explore the introduction of a new, simpler, more comprehensive HR system focused on job duties, aiming to optimize employee evaluation, treatment, and development.

Moreover, Japan Post Holdings will help enhance and strengthen its core businesses (postal and logistics, banking, and life insurance) including universal services, expand collaboration with companies outside the group and local governments and other related entities, and develop the real estate business including the utilization of real estate held by the group.

Japan Post Holdings will support Japan Post's efforts to provide stable and sustainable postal services, enhance and optimize its last-mile delivery functions, transform into a comprehensive logistics company that can operate all aspects of international and domestic logistics as an integrated operation, and provide sustainable financial services at post office counters.

Japan Post, in particular, is forecast to record a net loss in the fiscal year ending March 31, 2027. Japan Post Holdings will provide thorough management and operational support, including assistance in the preparation and implementation of Japan Post's three-year profitability improvement plan through the fiscal year ending March 31, 2029, to bolster its efforts to improve profitability.

Japan Post Holdings will support Japan Post Bank's four business strategies: its (1) Digital Payment Business Strategy, centered on the Yucho Bankbook App; (2) Consulting Business Strategy, which addresses customers' diverse financial needs through expanded services and sales system enhancements across all sales channels; (3) Regional and Corporate

Solution Business Strategy, which promotes initiatives such as deeper domestic PE investment centered on Yucho Capital Partners, the co-creation business with regional financial institutions, and the sale of a range of corporate solutions; and (4) Market Operation and Asset Management Business Strategy, which promotes the asset management business, in addition to pursuing the optimal investment portfolio of yen interest rate assets and risk assets.

Japan Post Holdings will support the initiatives by Japan Post Insurance aimed at establishing sales systems to grow sales channels and provide products and services that meet customer needs, strengthening asset management capabilities to achieve further profit growth and contribute to the resolution of social and environmental issues through impact investing, and taking on challenges for the future, such as diversifying revenue sources.

In the real estate business, Japan Post Holdings will strongly promote the further development of group-owned real estate in conjunction with the reorganization of collection and delivery bases. It will also strengthen the organizational and personnel platform to expand business scope beyond a focus on the recurring-revenue business (leasing business) to include one-time-fee businesses (built-for-sale and rotational-type businesses), and focus on laying the foundations to transform into a comprehensive developer in the future.

(2) Utilization of the Post Office Network

In the fiscal year ending March 31, 2027, in addition to initiatives to contract local government services, including some cases where a special local allocation tax measure will be applied to ensure the sustainability of administrative services in remote areas, Japan Post Holdings will support initiatives to provide a wide variety of products and services that meet the needs of local communities and local customers in unique post office style. This will involve collaboration with regional financial institutions and other businesses, as well as services such as shopping support and online medical consultations.

(3) Strengthening Governance and Compliance Functions

Japan Post Holdings identified the improvement of compliance standards group-wide as an important issue for management again in the fiscal year ended March 31, 2026, following the issue of improper solicitations of Japan Post Insurance products concerning which it received administrative dispositions in the fiscal year ended March 31, 2020. Japan Post Holdings established a framework to continue to confirm the effect and penetration of measures based on its business improvement plan and managed these measures using the PDCA cycle.

However, in the fiscal year ended March 31, 2025, Japan Post Holdings confirmed incidents where customers had been invited to post offices with the aim of insurance solicitation using private financial information about their bank deposits without first obtaining customer consent. Japan Post Holdings therefore immediately ceased any invitations by Japan Post for customers to visit post offices using private financial or other information, while also implementing measures to prevent any recurrence and verifying their effectiveness. These included clarifying the internal rules concerning the handling of private financial and other information, and stronger training and monitoring measures.

Japan Post Holdings also established mechanisms for obtaining customer consent at the group's broad range of customer contact points as a fundamental prevention measure, and engaged in establishing a system environment at post offices that enables the viewing and search of such information. The system rollout was completed in October 2025. At Japan Post, incidents of unperformed roll calls were discovered, and permission for its general motor truck transportation business was revoked in June 2025. Additional administrative dispositions concerning light vehicles have been executed progressively since October 2025. Japan Post Holdings has verified the appropriateness and effectiveness of the measures taken by Japan Post to address this issue.

Japan Post Holdings, as the holding entity of the listed company group, will endeavor to strengthen governance among the group as a whole and execute customer-oriented business conduct to secure transparency, full accountability, and proper operation of businesses. Reflecting on the problems that occurred in the past, such as the incidents of inappropriate usage of private financial information and unperformed roll calls, Japan Post Holdings sees the improvement of compliance standards group-wide as an important issue for management in the fiscal year ending March 31, 2027, as well. In the compliance program for the fiscal year ending March 31, 2027, Japan Post Holdings will work to enhance the management of compliance risks across the group, including the thorough establishment of compliance risk management through a new framework, to achieve the goal of strengthening compliance and governance set forth in the outline of the next medium-term management plan. It will also provide all necessary support and guidance to each group company by accurately grasping the formulation and promotion status of their compliance programs for the fiscal year ending March 31, 2027, as well as the condition and status of their internal audit systems.

In particular, Japan Post Holdings will manage the effect and penetration of measures based on the business improvement plan using the PDCA cycle. In addition, to promote the dissemination of the Management Philosophy and cultivate a customer-oriented organization culture, Japan Post Holdings will continue to implement initiatives to ensure the penetration of the common group standard of conduct known as the JP Code of Conduct, such as visits to the business front line of each group company and systems to reward employees who practice actions in line with the JP Code of Conduct.

Japan Post Holdings will progressively improve the business promotion systems of each business subsidiary by verifying the effectiveness of the measures to prevent recurrence that it established based on its analysis of the real factors behind the inappropriate handling of private financial information. Customers' intention to consent to the use of this information was confirmed at the group's broad range of customer contact points, and the establishment of a system environment that enables the viewing and search of information based on customer consent was completed in October 2025. Moving forward, Japan Post Holdings will continue to consider group-wide data utilization and establish rules relating to data governance, with full consideration for the protection of customers' personal information and privacy, to improve the quality of products and services offered by the group and enhance customer convenience through the group-wide sharing and utilization of data held by each group company.

Japan Post Holdings is committed to the further promotion and management of countermeasures against money laundering, financing of terrorism, and proliferation financing as one of its top priorities.

Japan Post Holdings will make efforts to ensure the public utility and public nature of the services offered by each group company and improve customer experience (CX).

In addition, as a group with a strong public nature, Japan Post Holdings will continue to provide the necessary support to each group company to undertake initiatives that serve public interest, such as the promotion of the spread of Individual Number Cards.

(4) Promotion of Sustainability Management

Japan Post Holdings will leverage the strengths of the Japan Post Group to achieve group-wide growth and enhance the sustainability of the group and society through the following initiatives.

- Environmental initiatives

In light of the latest trend under the government-led initiative for “Achieving Carbon Neutrality in 2050,” Japan Post Holdings will also proactively work on reducing the environmental footprint from each group company’s business activities and provide each group company with the necessary support. This includes initiatives such as the expanded introduction of EVs across the group and a gradual switch to electricity with a low carbon emission factor with a view toward reducing CO2 emissions.

- Promotion of diversity (such as employment of persons with disabilities and empowerment of women in the workplace)

With regard to the employment of people with disabilities, Japan Post Holdings achieved the designated employment rate (2.5%) of persons with disabilities required by the Act for Promotion of Employment of Persons with Disabilities (Act No. 123 of 1960) also in the fiscal year ended March 31, 2026. The statutory designated employment rate will be raised from 2.5% to 2.7% in July 2026. In view of this fact, Japan Post Holdings will undertake further measures to promote the employment of persons with disabilities, such as actively encouraging the employment of people with disabilities at each business location and the utilization of special subsidiary companies. With regard to the promotion of the success of women in the workplace, in order to proactively address the promotion of women to management positions, Japan Post Holdings will enhance the awareness of employees to increase the motivation of female employees to be promoted and systematically develop them with an eye to their expanded appointment. Along with these initiatives, Japan Post Holdings will work to create a workplace culture that can achieve work-life balance and improve various environments for female employees, among other efforts. Japan Post Holdings will also actively promote diversity, aiming to achieve a truly diverse group where all employees mutually respect and recognize each other’s circumstances and value perceptions, including respect for sexual diversity.

(5) Initiatives Related to Other Management Issues

- (i) Strengthening Cyber Security

In order to protect ourselves from the increasing risk of cyber terrorism, Japan Post Holdings will work to enhance its cyber security measures and strengthen governance

through information sharing across the group. Japan Post Holdings will also provide the necessary support to group companies.

(ii) Preparing for the Disposal of Shares in the Group Companies

In accordance with the Postal Service Privatization Act, Japan Post Holdings is required to dispose of its entire equity interest in Japan Post Bank and Japan Post Insurance within the earliest possible timeframe while considering the business conditions of Japan Post Bank and Japan Post Insurance and any impact on the ability of Japan Post Holdings and Japan Post to fulfill their universal services obligation, Japan Post Holdings will make the necessary preparations. Meanwhile, Japan Post Holdings will make the necessary preparations to enable the government to dispose of its shares as required.

(iii) Developing a Crisis Management Structure

Japan Post Holdings will develop a crisis management structure to prepare for crises such as natural disasters and pandemics and will respond promptly and accurately in the event of such a crisis, in order to ensure business continuity.

To this end, Japan Post Holdings will develop the crisis management structure of the Japan Post Group in normal times, and in the event of a crisis, Japan Post Holdings will oversee the group and discuss and make decisions regarding specific crisis responses.

Japan Post Holdings will also engage in supporting reconstruction from the Great East Japan Earthquake and other natural disasters.

Based on the aforementioned basic policies and the opinions of the Postal Privatization Committee, Japan Post Holdings shall carry out business operations focusing on the following items and rapidly and flexibly respond to changes in the business environment.

2. Other Matters Relating to Business Operation

(1) Formulation of Business Subsidiary Basic Management Policy and Assurance of Execution thereof, et al.

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

Specifically, Japan Post Holdings 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 for group management by concluding the Japan Post Group agreements and the Japan Post Group contracts pertaining to group operations with each business subsidiaries.

(2) Business Support of Business Subsidiaries

Japan Post Holdings aims to improve the group's management efficiency while supporting the business of its subsidiaries by subcontracting indirect operations can achieve economies of scale. Specifically, Japan Post Holdings will be entrusted the following indirect businesses from its business subsidiaries and execute.

(i) Provision of Telecommunications and Data Processing Services

Japan Post Holdings will provide telecommunications, and data processing services to business subsidiaries and contracted post offices.

(ii) Human Resource and Finance Businesses

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

(iii) Welfare Benefits-related Businesses

Japan Post Holdings will conduct recreation facility provision businesses for executives and employees, etc. of business subsidiaries.

Furthermore, through subsidiaries that conduct temporary staffing dispatch and introduction business, Japan Post Holdings will conduct health management business based on the stipulations set forth in the Industrial Safety and Health Law for executives and employees, etc. of business subsidiaries and other related entities, and the Organization for Postal Savings, Postal Life Insurance and Post Office Network.

(iv) Real Estate Management-related Businesses

Japan Post Holdings will conduct support of management, improvement planning, operational upkeep and design/construction supervision or transaction/leasing 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.

(v) 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, the company will be entrusted with the human resource-related businesses of each group company.

(vi) Call Center-related Businesses.

Through subsidiaries that conduct telemarketing business, Japan Post Holdings will carry out the provision and management of call center facilities and systems to business subsidiaries and other related entities.

(vii) Talent Development-related Businesses

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

(viii) ID and Point-related Businesses

Through the Yu ID service, Japan Post Holdings will promote service collaboration among group companies, enabling value creation and customer experience enhancement as a unified group.

Also, by providing point services to Yu ID holders, Japan Post Holdings will aim to strengthen connections with customers and encourage the use of digital services.

(3) Hospital Operation

Japan Post Holdings will proceed with administrative improvement through revenue increasing measures by coordinating with community healthcare and enhancing emergency medicine, engaging in cost-cutting, and other related efforts through the enhancement of operational efficiency and reviews including the handover of business, as well as operate Teishin in Hospital as a company-founded hospital. Also, it will promote the improvement of medical services, response to local healthcare needs, functional enhancements as disaster base network hospitals and medical institutions cooperating in infectious disease treatment, and patient satisfaction.

In addition, Japan Post Holdings will aim to expand the use of digital technologies and enhance convenience through initiatives such as online medical consultations using post offices in depopulated areas, AI-based medical claim review, and streamlined electronic prescription services.

Appendix	Financial Plan
	Income and Expenditure Budget

■ Financial Plan

The financial plan for the fiscal year ending March 31, 2026 is as follows.

Unit: 100 mil JPY	
Item	Amount
Cash inflow	
Balance carried over from previous term	9,539
Dividend income	1,679
Former savings accounting subsidy	0
Brand royalty fees	137
Indirect business commissions	374
Medical business income	135
Borrowings	501
Other income	3,826
Total	16,192
Cash outflow	
Personnel expenses	414
Non-personnel expenses	571
Taxes and dues	62
Investment expenses	275
Loans	3,646
Other expenses	1,753
Balance carried forward to next term	9,471
Total	16,192

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

■ Income and Expenditure Budget

The income and expenditure budget for the fiscal year ending March 31, 2026 is as follows.

Unit: 100 mil JPY

Item	Amount
Ordinary Income/Loss Section	
Operating Income/Loss Section	
Operating revenue	2,272
Dividend income	1,661
Former savings accounting subsidy	0
Brand royalty fees	125
Indirect business commissions	344
Medical business income	137
Other income	4
Operating expenses	789
Personnel expenses	149
Non-personnel expenses	511
Depreciation costs	50
Taxes and dues	78
Operating Income	1,483
Non-operating Income/Loss Section	
Non-operating Income	57
Ordinary profit	1,539
Extraordinary gain and loss section	
Extraordinary gains	380
Extraordinary losses	97
Income before income taxes	1,822
Income taxes current	-8
Net income	1,830

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

(Note 2) “-” indicates that no figure is applicable or available.

Fiscal Year 2026

From April 1, 2026 to March 31, 2027

20th Term

Business Plan

Japan Post Co., Ltd.

Foreword

Japan Post Co., Ltd. (hereafter, “Japan Post”) conducts its business operations with the responsibility to ensure that customers can use basic services related to the postal business consistently, universally, and fairly at post offices throughout the country.

Going forward, efforts will be made to maintain the level of the post office network, which is a shared asset of the Japanese people, and to fully ensure major public benefits and contribute to local communities, while raising the value of the post office network by making post office services even more convenient.

In November 2025, the final year of “JP Vision 2025+,” announced in May 2024, the Japan Post Group announced the “Key Initiatives of the Next Medium-term Management Plan (Outline)” (hereafter, the “Medium-Term Plan Outline”). The Medium-Term Plan Outline mainly summarizes the group’s long-term vision, initiatives to strengthen compliance and governance, and the direction of its growth strategies, in anticipation of major changes in the social and economic environment over the next 10 to 15 years.

Moving forward, Japan Post will refine its specific initiatives, profit targets, and other content in preparation for the announcement of the Japan Post Group’s Medium-term Management Plan, scheduled for May 2026.

Leveraging its network of post offices, the Group’s greatest strength, Japan Post will provide integrated services of the group while seeking partnerships with a diverse range of companies and others outside the Group. Such efforts will help local customers enjoy safe, secure, comfortable, and prosperous lives.

Part 1 Basic Policy on Business Operations

At Japan Post, incidents of unperformed roll calls were discovered in the fiscal year ended March 31, 2026, and permission for its general motor truck transportation business was revoked in June 2025. In addition, administrative dispositions concerning light vehicles have been executed progressively since October 2025.

These incidents of misconduct have resulted in a loss of trust from customers and other stakeholders. Japan Post regards this situation very seriously. It is committed to strengthening compliance and governance as a top management priority, and will mobilize all its resources to thoroughly prevent any recurrence. Also, returning to the roots of its management philosophy, it will strive wholeheartedly to ensure that its customers can once again trust and feel secure in its services.

Specifically, in the fiscal year ended March 31, 2026, Japan Post has been engaged in building Group Customer Management Platform to ensure the appropriate use of private financial information, and introduced digital roll calls to prevent any omissions or tampering in the process of recordkeeping. It has also undertaken Overall Review of Post Office Operations to ensure the legality of tasks entrusted to post offices and to reduce workload.

In the fiscal year ending March 31, 2027, Japan Post will continue to promote initiatives, including these, to improve environments, revise rules, reform the organizational culture, develop human resources, and instill awareness. It will also undertake organizational and structural reforms aimed at early detection and improvement, such as strengthening the support functions of post offices and the second-line-of-defense functions (such as risk management and compliance).

Japan Post is no longer able to use vehicles of one ton or over, as well as some light vehicles, due to the execution of administrative dispositions resulting from the incidents of unperformed roll calls. It has taken measures, such as business consignment to other transport companies, to ensure that customers are not inconvenienced. It continues to provide the universal mail services and reliable and proper services for mail and freight.

Japan Post will continue to steadily implement measures to prevent any recurrence of these incidents. As a transportation service provider, it will maintain and improve systems to ensure safe operations and protect the safety of drivers and customers, including the implementation of reliable roll-call procedures. It will make every effort to restore trust. At the same time, while ensuring the safety of customers and employees, it will provide reliable and proper transportation services for the important mail and packages entrusted to it.

Japan Post faces an increasingly difficult business environment due to factors such as the decline in the quantity of mail, largely due to the advance of digitalization, intense competition with other companies in the parcel sector, the fall in banking and insurance commissions resulting from decreases in the number of remittances, payments, and insurance contracts in force, as well as an increase in costs due to rising prices and labor costs.

Japan Post has also undertaken various initiatives to address these changes, but the results have not been sufficient to boost performance, and a net loss is forecast for the fiscal year ending March 31, 2027.

It will be extremely difficult to improve business performance by merely continuing the same initiatives and operations, which seem increasingly likely to continue and exacerbate the current deterioration in performance. Therefore, to ensure business sustainability into the future, Japan Post will strive to thoroughly reduce costs and expand revenue, aiming to achieve positive operating income and net income by the fiscal year ending March 31, 2029, the final year of the next medium-term management plan period.

To this end, Japan Post will establish a three-year profitability improvement plan for the period to March 31, 2029. It will report this plan to the Ministry of Internal Affairs and Communications by the end of May 2026 and proceed to implement it steadily.

In the fiscal year ending March 31, 2027, as a precursor to a radical reorganization of the business structure, Japan Post will first streamline its head office workforce and carry out a partial relocation of its head office organization (partial relocation of its head office building).

In addition, in the postal and domestic logistics business, Japan Post will strengthen its initiatives to expand the use of mail by stimulating demand and enhancing convenience, in an effort to curb the decline in the volume of mail as far as possible. Furthermore, it will work

together with subsidiaries such as Tonami Holdings Co., Ltd., and capital and business alliance partners such as LOGISTEED, Ltd., to share the use of assets, consolidate operations, and generate synergies, including in last-mile delivery services. In this way, it will work toward establishing an end-to-end logistics supply chain network, aiming to grow into a comprehensive logistics company with integrated to-B and to-C logistics capabilities.

To enhance and optimize its last-mile delivery functions, Japan Post will improve the efficiency of the delivery network by consolidating collection and delivery bases. It will thoroughly reduce costs through measures such as the optimization of personnel allocation, while also investing in labor-saving measures.

Japan Post will also endeavor to improve service quality by radically enhancing the convenience of sending and receiving items, and engage in developing a flexible pricing system to increase customer value. It will strive to expand revenue in the parcel sector by reliably capturing the growth in parcel volumes in the expanding e-commerce market, including the cross-border e-commerce and flea market app markets.

In the postal office business, Japan Post will practice customer-oriented sales activities, returning to the roots of its comprehensive consulting services to ensure sales activities that enable customers to use products that meet their needs.

At the same time, Japan Post faces the decline and aging of Japan's population and increasingly diverse customer needs, as well as an increasingly difficult internal environment due to factors such as a shrinking number of employees. To sustainably operate post offices under these conditions, it will pursue thorough cost reductions and revenue expansion, while striving to transform post offices into local community support hubs. Specifically, it will work to further reduce expenses, establish flexible operations through adaptable post office business hours, trial mobile post offices featuring remote technology and shopping support services to create a function-oriented postal network, and optimize the placement of post offices based on changes in demand. In addition to handling contracted administrative work for local governments, it will expand services such as shopping and transportation support based on local needs, as well as medical services.

In terms of establishing flexible operations, Japan Post has proceeded with the suspension of post office counter services during the middle of the day as part of its flexible operation of business hours tailored to the characteristics of each region, aimed at maintaining the postal network in the future. In the fiscal year ended March 31, 2026, operational changes were made permanent at all but a few of the post offices that had been trialing these changes in the fiscal year ended March 31, 2025, and trials were commenced at a further 1,100 post offices.

Japan Post also launched initiatives such as the half-day closure of counter services while employees carry out mail delivery and other tasks, based on local circumstances, as well as the half-day closure of weekday counter services in tourist areas to secure the personnel needed to provide counter services on Saturdays and public holidays.

An improvement in service quality has been apparent due to the suspension of counter services during the middle of the day, associated with factors such as the improvement in operations.

Japan Post will further verify the effects of this initiative in the fiscal year ending March 31, 2027, and consider expanding it in the future.

Japan Post believes that various methods and options are available to achieve more flexible counter operations, depending on local needs and characteristics. It will continue to examine the options and engage in further expanding trials.

It is vital for Japan Post to gain the necessary competitiveness and continue to be chosen by customers, for its survival and development. To achieve this, in addition to these initiatives in each business, it will enhance the power of its employees, the source of its competitive strength. It will also continue its improvement cycle, where it uses NPS® and other tools to grasp and visualize customer feedback and the state of business operations, resolving the issues that emerge.

1. Human Capital Management

Japan Post recognizes that the source of its competitive strength lies in the power of its employees. Japan Post will create environments where employees can achieve a high sense of job satisfaction and work energetically, while also investing in human resources to support their growth. By maximizing its employees' diverse value, Japan Post will promote human capital management to achieve sustainable growth.

In the fiscal year ending March 31, 2027, Japan Post will visualize employees' skills and abilities, promoting more systematic and advanced training in line with these attributes to achieve human resource development tailored to each individual employee. It will also work on the establishment of a new personnel and salary system that enables employees to enhance and maximize their abilities. Additionally, to achieve the optimal placement of personnel, it will engage in the development and operation of a human resource platform utilizing IT to centrally manage and accumulate data on employee attributes such as skills, preferences, and personnel evaluations, and facilitate the appropriate and timely reference of this data.

In addition, Japan Post will aim to ensure the active participation of diverse human resources by creating comfortable workplaces for employees, including initiatives to help them balance work with childcare and caregiving duties and reduce overtime work, as well as promoting diversity initiatives such as hiring people with disabilities, respecting sexual diversity, and empowering women. Japan Post will also advance efforts to eliminate harassment.

The Japan Post Group has established the Japan Post Group Declaration on Health based on the belief that all of the Group's employees must be healthy both mentally and physically so that they can fully utilize their abilities and work vibrantly. Japan Post will promote a more widespread and deeper understanding of health management among employees and advance initiatives such as mental health care and initiatives to help employees quit smoking and spread awareness of alcohol consultation services.

To achieve sustainable corporate growth, Japan Post believes that it is crucial to transform into an organization that makes maximum use of the power of its employees and ensures that all employees can act autonomously, working towards shared goals.

To this end, Japan Post will promote more substantial internal communication by conveying the President's vision to employees through Message from the President, facilitating a more extensive exchange of views between the head office, branch offices, and frontline employees, operating Japan Post Suggestion Boxes to utilize employee feedback in management, operating a Post Office Monitor System, and holding full-participation meetings to enable all employees to think, as individuals, about what they can do to achieve the company's vision, and to put these thoughts into action.

2. ESG management

Japan Post has formulated the "Japan Post Sustainability Basic Policy", and in the fiscal year ending March 31, 2027, it will continue to strive to achieve sustainable growth and enhancement of corporate value over the medium to long term by contributing to addressing social issues related to sustainability through the whole range of its corporate activities.

In an effort to contribute to "Achieving Carbon Neutrality in 2050," proposed by the Japanese government as part of its initiatives to reduce the environmental burden, Japan Post will endeavor to expand the use of electric vehicles (EVs), switch to LED lighting, and reduce redelivery. Japan Post will also continue to conduct demo tests, such as giving local customers access to EV charging equipment and the installation of large-scale storage batteries using renewable energy at post offices. In addition, Japan Post will promote the carbon neutralization of regions through collaboration with local governments in regions that have been already working to achieve decarbonization.

Japan Post will also work to build more "+eco post offices" that are more environmentally friendly by utilizing cross-laminated timber (CLT), a construction material that produces less carbon dioxide emissions, and installing private generation systems using solar power and other renewable energy.

In addressing social issues, Japan Post believes that post offices are taking on an increasingly vital and valuable role in areas subject to low birthrates, population aging, and depopulation, where the withdrawal of other companies poses challenges for maintaining the local economy. In this environment, Japan Post will engage in initiatives such as the expansion of services such as shopping and transportation support based on local needs, and medical services, in addition to handling contracted administrative work for local governments, to transform post offices into local community support hubs.

Japan Post will continue its efforts to strengthen governance to achieve compliance-based management.

These include the thorough implementation of measures to prevent the recurrence of incidents of unperformed roll calls, incidents of the inappropriate usage of private financial information, and incidents of pre-approval solicitation for the sale of lump-sum payment whole life insurance and other products. They also include ensuring the provision of sustainable services and the promotion of sales activities founded on the principle of legal and regulatory compliance. It will also undertake measures to prevent employee fraud and other misconduct, measures to ensure

customer protection, personal information protection, measures against money laundering, and the collection of appropriate charges, and will work on improving compliance literacy companywide.

In addition, Japan Post will establish new organizational sections close to post office operations to accurately grasp the actual situation on the front lines and build a system for providing more detailed guidance and support to promptly detect and improve any misconduct.

At the same time, Japan Post will strive to improve its organizational self-purification capabilities by collecting, evaluating, and analyzing compliance risks, swiftly addressing them, in order to take proactive measures for the prevention and early detection of incidents of misconduct, as well as measures to prevent their recurrence.

Should any incidents of misconduct arise in the future that cannot be addressed through existing recurrence prevention measures, Japan Post will investigate the root causes and take steps to ensure that similar incidents will not occur again.

In addition, following administrative guidance from the Ministry of Internal Affairs and Communications regarding the disclosure of incidents such as the abandonment or concealment of postal items, Japan Post has not only expanded the scope of disclosure but also announced previously non-disclosed cases in October 2025. Moving forward, it will appropriately disclose information based on the revised standards.

Also, Japan Post will continue to promptly disclose any other incidents of misconduct, except for those that are under police consultation or investigation. If the parties involved are minors, Japan Post will make certain allowances, as required, such as enhancing the degree of anonymity.

Additionally, in the fiscal year ended March 31, 2026, a considerable number of transactions were discovered that may potentially violate the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators (hereafter, the “Freelance Act”), as the head office and nationwide branches did not make the transaction conditions clear to Japan Post’s business partners in advance.

In response, Japan Post has formulated measures to prevent recurrence, giving top priority to ensuring that any future transactions with individuals who fall under the definition of freelancers do not violate the Freelance Act. These measures also include revising Japan Post’s operations so that, as a general rule, purchase orders and other documents clearly specifying transaction terms are issued in advance, even in cases where the business partners do not fall under the definition of freelancers under the Act.

In the fiscal year ending March 31, 2027, Japan Post will continue to thoroughly implement recurrence prevention measures to ensure compliance with the Freelance Act, which is designed to create a safe working environment for freelancers.

Japan Post ensures implementation of operations including postal operations, banking counter operations, and insurance counter operations stipulated in Article 4, Paragraph 1 of the Japan Post Co., Ltd. Act (Act No. 100 of 2005), in addition to conducting operations as stipulated in Paragraph 2 and Paragraph 3 of the same Article.

The essential details of the plan are as follows.

With regard to operations stipulated in Article 4, Paragraph 2, Item 3 and Paragraph 3 of the Japan Post Co., Ltd. Act, the plan is formulated based on provisions of Article 92 of the Postal Service Privatization Act (Act No. 97 of 2005) which stipulates that special care should be taken not to unfairly harm the interests of businesses engaged in the same type of operation as Japan Post.

1. Postal Operations (including sales of documentary stamps and issuance of New Year's lottery postcards, etc.)

While the quantity of mail is decreasing, largely due to the advance of digitalization, Japan Post will strengthen its initiatives to expand the use of the postal service by arousing potential user needs and enhancing convenience, in an effort to curb the decline in the volume of mail.

Japan Post will strengthen its efforts to identify the needs of companies and local governments and expand the use of mail through measures such as its continued promotion of letter writing by providing education regarding its enjoyment, its support for the Letter Writing Workshop Program and promotional activities using social media posts. In addition, Japan Post will consider measures aimed at improving the user interface for the Web Yubin System and enhancing the convenience of receiving mail.

Japan Post will also strengthen its initiatives to expand the use of New Year's mail by customers from a broad range of demographics. This will include launching new and attractive products and expanding digital services, as well as developing promotions tailored to customers to enable them to appreciate the value of New Year's cards.

A report on systems related to postal fees based partly on changes in the management environment for the postal business was submitted to the Information and Communications Council in July 2025. In addition to considering the introduction of a system to carry out procedures such as setting maximum postal fees, based on the initiative proposed by Japan Post, a recommendation was made for the consideration of a sustainable approach to the postal business. In light of these recommendations, it will implement its initiatives to expand the use of mail, as described above, and pursue operational efficiency through mechanization. At the same time, it will closely monitor the status of these discussions and respond, as necessary.

In the meantime, incidents are still being discovered such as the abandonment or concealment of mail. In the fiscal year ended March 31, 2026, Japan Post promoted the appropriate operation of its training program for newly hired employees and enhanced workplace management by supervisors and others. In the fiscal year ending March 31, 2027, Japan Post will continue these initiatives, while also implementing controls to prevent and detect the abandonment or concealment of postal items.

At some post offices, the relevant employees were not provided with sufficient explanations regarding the purpose and objectives of the training for those involved in traffic accidents, and in some cases, these employees were not able to understand the content and duration of the training. As a company, Japan Post views these issues very seriously.

Japan Post recognizes that it is essential to refrain from any actions that might be perceived by employees as harassment. It will ensure that the training for preventing the recurrence of traffic accidents can be implemented with full consideration for the local circumstances in each region, and that the content provides a sense of understanding and satisfaction to the employees who take the training.

2. Domestic Distribution Operations

Incidents of unperformed roll calls were discovered at Japan Post in the fiscal year ended March 31, 2026, and permission for its general motor truck transportation business was revoked in June 2025, meaning that it is no longer able to use vehicles of one ton or over.

In addition, administrative dispositions concerning Japan Post's light vehicles have been executed progressively since October 2025, meaning that the post offices subject to the enforcement of the administrative dispositions that are unable to use some of their light vehicles for a certain period of time.

After these administrative dispositions were executed, Japan Post has reliably provided logistics services, primarily through business consignment to other transport companies, to ensure that customers are not inconvenienced, premised on the implementation of proper roll-call procedures.

In addition, Japan Post has engaged in the proper implementation of roll calls based on the measures to prevent recurrence formulated in line with key pillars such as awareness reform through training, the improvement of workplace management awareness and the enhancement of environments, and stronger governance.

Japan Post will continue to ensure proper roll calls in the fiscal year ending March 31, 2027, while also taking the necessary measures in an appropriate way, so as not to cause any inconvenience to customers, and provide its logistics services reliably and consistently.

To achieve business growth, in addition to enhancing and optimizing its last-mile delivery functions, Japan Post will strengthen its B-to-B logistics in Japan and overseas, aiming to become a comprehensive logistics company that can operate all aspects of international and domestic logistics as an integrated operation.

Japan Post will also accelerate its collaboration with major e-commerce businesses, as well as promote the use and expansion of small parcel services to steadily capture demand in the growing EC market, including online flea markets. In addition, it will strengthen its corporate sales structure and further enhance the convenience of both sending and receiving items to expand the use of packages.

Moreover, Japan Post will continue to strive to develop products and strengthen its dedicated sales structure to capture demand in the rapidly expanding cross-border e-commerce market for imported parcels.

As part of its effort to transform into a comprehensive logistics company, Japan Post acquired Tonami Holdings Co., Ltd. as a subsidiary and concluded a capital and business alliance with LOGISTEED, Ltd. in the fiscal year ended March 31, 2026.

In the fiscal year ending March 31, 2027, Japan Post will strive to further enhance added value, engaging in initiatives to promote joint operations, such as the mutual utilization of vehicles and business locations and the joint procurement of materials, as well as proposing integrated services to customers and engaging in personnel exchange between companies.

Regarding its collaboration with Rakuten Group, in the fiscal year ending March 31, 2027, Japan Post will continue to strengthen collaboration between its subsidiary JP Rakuten Logistics, Inc. and Rakuten Group, Inc., and work to further increase the number of items handled through measures such as the establishment of efficient logistics networks.

In Logistics, Japan Post has expanded its warehouses to 27 locations spanning a total of approximately 231,000m². With utilization rates also rising, Japan Post will continue to engage in boosting its proposal speed and price competitiveness in the fiscal year ending March 31, 2027, as well as working to increase revenues through initiatives such as proposing logistics solutions to meet customer needs. It will also promote collaborative initiatives such as that between Tonami Holdings Co., Ltd. and JP Logistics Co., Ltd. to expand relay transportation.

Japan Post will strive to enhance and optimize its last-mile delivery function through initiatives such as enhancing the convenience of sending and receiving items, improving the efficiency of the collection and delivery network, and reducing costs.

To enhance the convenience of sending and receiving items, Japan Post will engage in initiatives such as expanding the use of Yu-pri Cloud, a cloud-based corporate invoice issuance service launched in July 2025, and the installation of Yu-pri Touch at a greater range of locations. Japan Post will also make it more convenient for customers to receive items and enhance productivity through initiatives to reduce redelivery rates, including the promotion of expected delivery alerts and contactless delivery.

In addition, given the declining volume of mail, Japan Post will proceed with the restructuring of the postal and logistics network based on its policy of optimization, emphasizing parcels. Specifically, it will adopt a different approach to restructuring for urban and regional areas. In densely populated urban areas, it will establish new collection and delivery bases to improve delivery efficiency by shortening travel distances during delivery. In regional areas, where population density gets lower, it will consolidate collection and delivery functions and implement wide-area delivery.

To reduce costs, Japan Post will engage in optimizing personnel allocation according to changes in workload and the streamlining of the collection and delivery network.

In addition, Japan Post will utilize the smartphone devices issued to all collection and delivery employees to ensure employee safety, help employees support each other in deliveries, review delivery routes and delivery areas based on the data acquired using telematics, and streamline collection and delivery operations.

Japan Post will also launch the nationwide operation of transport telematics, which uses smartphones to visualize the movement of delivery vehicles, and AI diagram, which generates efficient schedules based on transportation data obtained through transport telematics, promoting operational efficiency through transportation DX.

Japan Post will also implement initiatives to reduce manpower and workload at post office operations through the use of advanced technologies, as well as continuing the trials and experiments on enhanced delivery methods (involving drones, etc.) for practical application in the future.

Japan Post will pursue these DX initiatives across both postal and domestic logistics operations.

To address the so-called “2024 problem” in logistics, Japan Post revised its transportation operations, with its partners such as the Seino Group and Tonami Holdings Co., Ltd., in the fiscal year ended March 31, 2026.

The “2024 problem” is a structural problem in logistics that is becoming increasingly serious year by year. In the fiscal year ending March 31, 2027, Japan Post will continue to engage in the ongoing improvement of services for customers, from the perspectives of both shippers and transport operators, while ensuring the sustainability of its logistics services.

Specifically, Japan Post will continue discussions and considerations with the Seino Group to further expand joint operations aimed at addressing driver shortages faced by both parties. In addition, it will respond to the enforcement of the revised Act on Advancement of Integration and Streamlining of Distribution Business and the revised Motor Truck Transportation Business Act, as well as initiatives based on the “Policy package for logistics innovation,” in accordance with guidelines including its own action plan for logistics rationalization and productivity improvement.

Moreover, Japan Post collaborates with many companies in the delivery and collection of mail and packages. In the fiscal year ending March 31, 2027, Japan Post will continue to work toward building partnerships with such companies in accordance with the Guidelines on Price Negotiation for Appropriate Pass-through of Labor Cost, and promote the passing of costs and proper business transactions.

When doing business with freelancers, Japan Post has engaged in a review of its use of contract mechanisms in the fiscal year ended March 31, 2026. It will continue to strive to ensure proper business transactions in the fiscal year ending March 31, 2027, to ensure that there is no violation of the Freelance Act.

Japan Post will also engage in the passing of costs and proper business transactions with other partner companies and freelancers involved in its businesses, not limited to those bound by delivery outsourcing contracts.

3. Banking Counter Operations, Insurance Counter Operations, etc.

In view of the incidents of the inappropriate usage of private financial information and the incidents of pre-approval solicitation for the sale of lump-sum payment whole life insurance and other products discovered in the fiscal year ended March 31, 2025, Japan Post suspended customer invitations from post offices in the fiscal year ended March 31, 2026, until the necessary systems were put in place, and engaged in training and other ongoing measures to prevent recurrence. In addition, Japan Post expanded the channels used to obtain consent from customers regarding the use of private financial information, as well as promoting the establishment of a system environment that would enable the viewing and search of information for which customer consent has been obtained, establishing a group customer management platform to ensure the appropriate utilization of customers' private financial information Group-wide.

In the fiscal year ending March 31, 2027, Japan Post will continue to implement measures to prevent the recurrence of any incidents of the inappropriate usage of private financial information or pre-approval solicitation for the sale of lump-sum payment whole life insurance or other products. It will engage in customer-oriented consulting to make proposals in line with customer needs and ensure careful after-sales follow-up, based on the features of each product or service, focusing on "customer-oriented sales activities" premised on the principle of legal and regulatory compliance.

Also, in the fiscal year ended March 31, 2026, Japan Post focused on embedding the activities of its consulting partners, who are responsible for developing human resources capable of building positive relationships of trust with customers. Moving forward, it will further expand the scope of these activities to strengthen its human resources development and support structure.

In addition, through measures such as the deployment of postal tablet PCs, Japan Post will work to reduce the burden on employees by supporting operations using AI and other technologies, and by digitalizing and automating tasks. In this way, it will create an environment where employees can concentrate on higher value-added work, such as customer service and specialized consultations.

Through the integrated group ID, Yu ID, Japan Post will create an environment where customers can use post office services—both digital and physical—seamlessly. It will work to establish the infrastructure to leverage collected and accumulated customer data and usage histories to provide optimal products and services that meet customer needs.

Regarding crime prevention, as in the fiscal year ended March 31, 2026, Japan Post will make employees fully aware of priority rules for crime prevention and provide thorough instruction while implementing a training program to inculcate awareness of crime prevention in employees.

Also, Japan Post will continue to implement check and control over post office managers and other personnel in managerial positions, such as the business practice of having post office managers work at another post office for long periods of time, as well as collecting customer feedback and employee insight to prevent or early discover internal crime.

4. Administrative Work Consigned from Local Governments

Japan Post believes that the social mission of post offices is to provide universal services of postal business, while staying in close contact with and working together with the communities Japan Post serves, all based on the trust of customers and communities that has been cultivated over the years since the foundation of the postal service in Japan.

Amid a situation in which it is increasingly difficult to maintain social infrastructure, including administrative services and privately run services, Japan Post will strive for various undertaking of administrative work consigned from local governments, including the issuance of public certificates and the reception of various notification regarding national pension-related services and National Health Insurance, and counter services, as well as other related administrative work. Japan Post will also seek administrative work contracts such as digital support in response to the changing times.

In the fiscal year ending March 31, 2026, Japan Post will actively accept consigned work of issuing electronic certificates, supporting applications, and accepting applications for Individual Number Cards and installing and operating kiosk terminals purchased by local governments, including some cases where a special local grant tax measure will be applied to ensure the sustainability of administrative services in remote areas. Japan Post will also actively accept consigned local government work conducted by collection and delivery staff for vacant house survey operations.

Japan Post will also progressively verify and demonstrate the potential use of post offices to promote collaboration with local governments aimed at ensuring the sustainability of local communities, including the use of relationships with local governments through comprehensive partnership agreements.

5. Real Estate Operations, etc.

As in the fiscal year ended March 31, 2026, Japan Post will be engaged, together with other Group companies, in the property leasing business at JP Tower (which accommodates the KITTE commercial complex) and other properties, along with operations such as the leasing of residential properties, nurseries, and nursing homes, as an enterprise for effectively utilizing land in residential areas.

Specifically, for properties that are currently in operation, Japan Post will continue to work towards maintaining the occupancy rate and enhancing asset value through collaboration with its business partners and others, and the appropriate use of outsourcing, while ensuring high-quality, efficient management. In view of the difficult external environment, including soaring construction costs, it will formulate and execute development plans in combination with the built-for-sale business, aiming for commercial development in tandem with the reorganization of collection and delivery bases, etc., to expand new revenue opportunities and maximize the value of its existing real estate portfolio. In this way, it will turn its real estate business into one of the main revenue sources.

6. International Logistics Operations

Through Toll Holdings Pty Limited, in the logistics business, Japan Post will strive to expand its warehouse space in Asia, focusing on the solidly performing retail and consumer goods sector and the government-affiliated logistics sector. In the Global Forwarding business, it will engage in measures such as streamlining business processes to improve profitability. Japan Post will also continue to work to reduce costs through initiatives such as companywide cost control and the streamlining of the organizational structure.

Japan Post will continue to strive to boost the added value generated from its international logistics operations, based on its policy to become a comprehensive logistics company that can operate all aspects of international and domestic logistics as an integrated operation.

7. Other Business Operations that Contribute to Enhancing Convenience for Local Residents

Japan Post will be providing products by catalog-based distribution, along with the post offices' Watch Over Service utilizing smart speakers and life support services such as end-of-life planning consultations, with a view toward helping customers achieve comfortable and fruitful lives and lifestyles in safety and security.

Japan Post will also develop products and services to meet local and customer needs, such as setting up ATM corners and joint service counters with regional financial institutions, the Otagai Market sustainable shopping service that promotes communication in local communities, and online medical consultations utilizing post offices.

In addition, Japan Post will advance the consideration of new products and services through investments and partnerships.

Part 3 Basic Plan for Establishment and Elimination of Post Offices and Company Offices for which Notification is Required under the Stipulations of Article 6, Paragraph 2 of the Japan Post Co., Ltd. Act

1. Establishment of Post Offices, etc.

With regard to establishment of post offices, etc., Japan Post makes it a policy to maintain the level of the post office network in underpopulated areas based on Article 6 of the Japan Post Co., Ltd. Act and Article 4 of the Ordinance for Enforcement of the Japan Post Co., Ltd. Act (Ordinance of the Ministry of Internal Affairs and Communications No. 37 of 2007), and thereby ensure steady provision of universal services of postal business.

In addition, as for contracted post offices that are temporarily "out of service," Japan Post will continue with efforts to promptly reopen these facilities regardless of whether they are in underpopulated areas as stipulated in Article 4, Paragraph 5 of the Ordinance for Enforcement of the Japan Post Co., Ltd. Act.

When temporary measures are needed, Japan Post will make efforts to provide counter services through Mobile Post Office according to the local situation and status of use by customers.

Japan Post will continue to ensure that the level of the post office network, which is a shared asset of the Japanese people, is maintained while utilizing subsidies and contribution systems for the support the maintenance of this network.

2. Establishment of New Post Offices, etc.

Japan Post will press ahead with efforts to open post offices in areas where an increase in customer use is expected, while remaining engaged in initiatives for opening shops that meet

changing customer needs amid the changing social environment, as well as shops that provide solutions to the challenges faced by local communities.

3. Elimination of Post Offices, etc.

Japan Post will review the location of post offices as before, in line with resolving issues such as decreasing customer demand and aging facilities.

Japan Post will revise the operational format of post offices which require improvement in management in terms of operational efficiency, such as those post offices with limited user groups and limited services in need.

In addition, regarding contracted post offices that have been “out of service” for a long period of time, Japan Post will review the situation in light of local demand and location of other post offices and make adjustments in cases where other post offices can be easily used given the movement of residents in their daily lives.

Part 4 Operation of Other Businesses

1. Support for Reconstruction from the Great East Japan Earthquake, the 2024 Noto Peninsula Earthquake and Other Disasters

In terms of support for reconstruction from the Great East Japan Earthquake, the 2024 Noto Peninsula Earthquake and other disasters, post office services including postal services, banking, and life insurance are indispensable for the maintenance of daily lives by those affected by the disaster. Japan Post will therefore continue to deepen ties between Japan Post Group companies to contribute to supporting the daily lives of people affected by the disaster by reopening post offices and other efforts. Regarding the 2024 Noto Peninsula earthquake, Japan Post will prioritize the safety of its employees while aiming to progressively resume operations based on its recovery master plan.

2. Response to Emergencies Including Disasters

Japan Post has prepared a business continuity plan, and based on the plan, it clarifies the important operations that must be resumed with priority, in the event of emergencies, including natural disasters such as earthquakes and pandemics that may seriously impact our corporate activities, and formulates a framework as well as prior countermeasures to achieve smooth business continuity and restoration.

In addition to the aforementioned, Japan Post has formulated business operation plans based on the provisions of Article 39, Paragraph 1 of the Basic Act on Disaster Management (Act No. 223 of 1961), Article 36, Paragraph 1 of the Act on Measures to Protect the People in Armed Attack Situations (Act No. 112 of 2004), as well as Article 9, Paragraph 1 of the Act on Special Measures for Pandemic Influenza and New Infectious Diseases Preparedness and Response (Act No. 31 of 2012), respectively.

3. International Harmony and Collaboration

In addition to steadily fulfilling its obligations based on the Universal Postal Convention, Japan Post will promote international harmony and collaboration and seek to improve the quality of the international postal services by playing an active and leading role in activities of the Universal Postal Union (UPU).

In addition, Japan Post will use its world-class knowhow and related technologies with regard to the post and post office networks to actively cooperate with postal business entities in other countries.

Appendix	Financial Plan
	Income and Expenditure Budget

Financial Plan for the Fiscal Year Ending March 31, 2026

Unit: 100 mil JPY

Item	Amount
Cash inflow	
Balance carried over from previous term	11,876
Income from postal business	13,533
Documentary stamps income	8,160
Income from deposits and insurance outsourced operations	4,123
Subsidies	3,334
Other operating income	8,959
Other financial income	-
Borrowings	-
Total	49,985
Cash outflow	
Personnel expenses	20,412
Non-personnel expenses	8,055
Taxes and dues	2,163
Investment expenses	1,212
Documentary stamps payment	8,183
Redemption of borrowings	72
Balance carried forward to next term	9,887
Total	49,985

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

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

Income and Expenditure Budget for the Fiscal Year Ending March 31, 2026

Unit: 100 mil JPY

Item	Amount
Operating income	27,630
Postal service business income	12,435
Documentary stamps outsourced operations income	253
Commissions for banking and insurance business consignment	3,735
Subsidies	3,334
Other operating income	7,873
Operating costs	26,765
Personnel expenses	18,614
Costs	8,151
Non-personnel expenses	6,717
Depreciation costs	1,143
Other costs	291
Sales, general and administrative costs	1,887
Personnel expenses	929
Non-personnel expenses	707
Other costs	251
Net operating income (loss)	-1,022
Other income	138
Other expenses	37
Net ordinary income (loss)	-921
Extraordinary gains	120
Extraordinary losses	37
Income (loss) before income taxes	-837
Income taxes current	38
Net income (loss)	-876

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