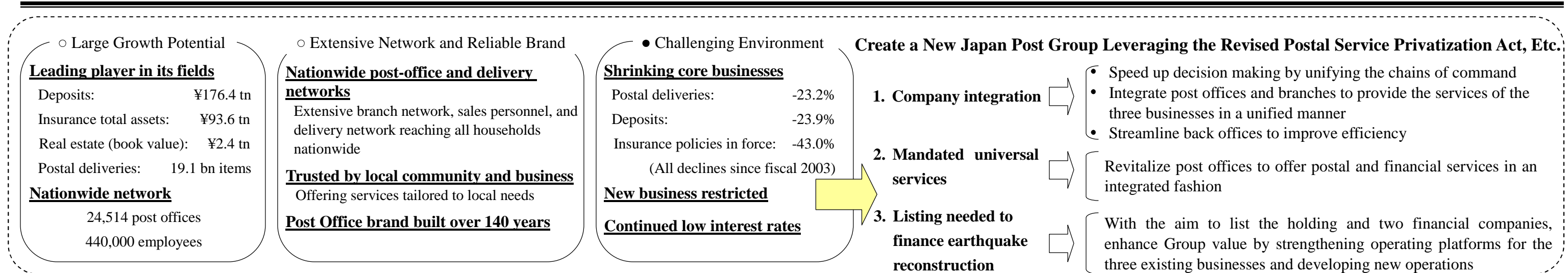


Japan Post Group Vision 2021 (Summary)

I. Development of the Japan Post Group: Toward Our 150th Anniversary



Three Improvements

1. Service Improvement: Become a corporate group supporting general lifestyle needs

Make a concerted effort across the Group to provide products and services for different lifestyles and life cycles through various channels

Development of the new Japan Post Group with post offices as its hubs

2. Managerial Improvement: Revitalize the nationwide post-office network

Transform the former public corporation into a competitive and profitable private entity while maintaining the public-service nature of post offices

Create a network of efficient, functional post offices that meet customer needs and serve as hubs offering safety, security, reliability, and convenience (Offering universal services with a commitment to local communities and public interests)

3. Culture Improvement: Create a new corporate culture for Japan Post

Create a rewarding workplace by supporting employees as they rise to the challenge of change

Postal Business

Use logistics excellence to compensate for the IT-driven decline in demand for mail service and maintain universal services

- Secure the competitiveness of parcel deliveries**
→ Share the network with postal service
- Achieve growth in postal service**
→ Expand direct mail use and offer new IT-based services
- Improve productivity**
→ Restructure networks
→ Improve front-line management methods
- Develop new businesses**
→ Promote effective use of post office space

Ensure stable operations by generating profits for FY2012 and making parcel services profitable by FY2015

Banking Business

- Serve public interests and address local needs**
→ Contribute to convenient living by offering universal services
→ Retain regional deposits in the local economy and society
- Tailor services to customers' individual needs**
→ Offer products that meet the needs of customers at different life stages
- Maintain stable profits**
→ Enhance profitability by expanding operations

Become the most friendly financial-service provider to local customers by leveraging the post-office network

Insurance Business

- Respond to the diverse insurance needs of an aging society**
→ Improve tuition insurance and other existing products
→ Broaden the lineup of mortality and medical coverage
- Build systems enabling speedy and accurate operations from underwriting to payment**
→ Develop productive offices and systems
- Maintain a sound management base**
→ Build advanced risk management systems
→ Strengthen asset management expertise as an institutional investor

Shift to a growth path to steadily provide universal services through post offices

New Business

- Develop operations using the post-office network**
→ Expand catalogue-sales products and diversify sales channels
→ Increase lifestyle-related services intermediated by and items sold at post offices
- Enhance real estate businesses**
→ Expand office leasing, residential unit sales, and other real estate related businesses
- Strengthen international operations**
→ Market overseas merchandise
→ Provide post-office operation know-how

Take full advantage of the Group's underlying ability to diversify revenue streams

Regional, Social Contribution

- Provide universal services through the post-office network**
- Develop regionally based services**
→ Offer neighborhood watch and shopping support services for the elderly
→ Provide one-stop public administration services
- Contribute to regional development**
→ Collaborate with local companies for catalogue sales and other businesses
- Promote environmentally friendly operations with proactive corporate social responsibility (CSR) efforts**

Contribute to and grow together with local communities and society by forging close ties

II. Three Improvements: Refine, Expand, and Connect

	Refine	Expand	Connect
<p>1. Service Improvement Become a corporate group supporting general lifestyle needs</p>	<p>Improve products and services to make the post office more customer-friendly</p> <ul style="list-style-type: none"> •Expand products sold through catalogues (such as Furusato [hometown] parcel service) and increase items sold at or lifestyle-related services intermediated by post offices •Enhance services provided through ATMs, the Internet, and mobile phones to offer greater customer convenience •Develop tuition insurance that offers peace of mind at affordable cost •Improve services at Teishin Hospitals and Kanpo no yado inns (e.g., upgrade medical treatment and check-up services and improve web functions) 	<p>Develop new businesses and services that meet customer needs</p> <ul style="list-style-type: none"> •Expand shopping support services for the elderly •Develop local neighborhood watch services •Launch new operations using post offices and other spaces •Develop loans with broader customer appeal (home mortgages, card, and education loans) •Offer new insurance products for illness and accidents •Enhance real estate businesses 	<p>Expand customer contact: Improve services by adopting advanced technologies and collaborating with corporations inside and outside the Group</p> <ul style="list-style-type: none"> •Improve relocation services •Expand postal tie-ups with e-commerce businesses (parcel deliveries for auction users, etc.) •Offer advanced services using videotelephony •Provide insurance products through third-party tie-ups (entrustment, consignment, and reinsurance) •Expand one-stop services for public administration
<p>2. Managerial Improvement Revitalize the nationwide post-office network</p>	<p>Revitalize the post-office network: Deepen area management and enhance business administration</p> <ul style="list-style-type: none"> •Restructure the postal network and improve the efficiency of collection and delivery systems •Promote autonomous, efficiently managed post offices (innovations, personnel and profit/loss management, etc., at the office and area level) •Design personnel policies and a salary structure to motivate employees •Upgrade and streamline the post-office network using information and communications technologies 	<p>Pursue new Group opportunities</p> <ul style="list-style-type: none"> •Broaden revenue streams by promoting new business development, investment, and tie-ups •Diversify employment systems, e.g., by introducing new full-time positions •Revitalize personnel rotations •Effectively invest in systems to create new services and improve business efficiencies 	<p>Introduce integral Group management with post offices as its hubs</p> <ul style="list-style-type: none"> •Strengthen communication with employees •Implement personnel exchange across the Group •Introduce Group recruitment of new graduates as generalists •Boost CSR efforts with consideration for the community and the environment
<p>3. Culture Improvement Create a new corporate culture for Japan Post</p>	<p>Refine Japan Post DNA to serve customers and communities</p> <ul style="list-style-type: none"> •Do away with institutional sectionalism and create a customer-oriented culture while maintaining the original mission and pride of postal operations •Thoroughly implement and share customer-oriented approaches (proactively incorporate customer opinions to refine services) •Develop a workplace where employees are able to have a sense of purpose and fulfillment (provide opportunities to improve skills) 	<p>Help Group employees develop their maximum potential</p> <ul style="list-style-type: none"> •Train employees to be autonomous and to constantly take on new challenges with creativity •Improve personnel career paths •Develop programs to heighten employees' motivation (e.g., introduce programs to help employees obtain qualifications, study abroad, and launch internal ventures) 	<p>Unify the hearts and minds of Group employees</p> <ul style="list-style-type: none"> •Share and increase understanding of the Group's management philosophy, top message, and vision •Form a 100-person project reflecting the proposals and opinions of the workplace •Establish a system for promoting Group-wide culture improvements, and increase a sense of belonging and nurture a sense of loyalty to the Group

* The services described above include those requiring regulatory approval.

III. Three Stages of Improvement (2012–21): Establish, Grow, and Develop

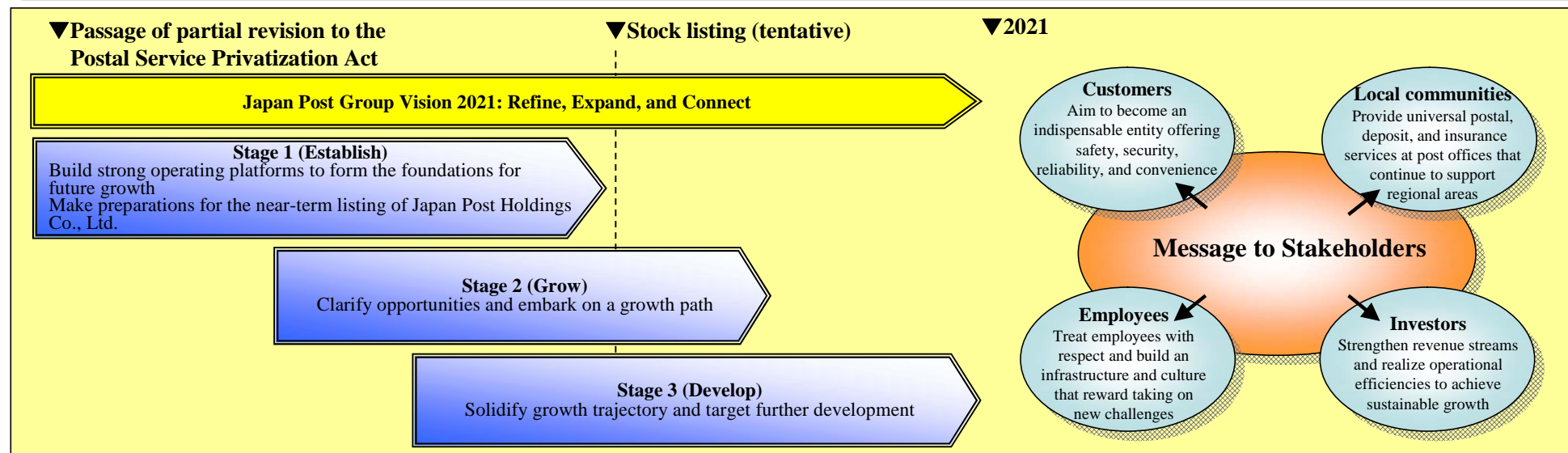
☆ “Japan Post Group Vision 2021” is a roadmap for becoming the company we aspire to be by 2021, the year marking our 150th anniversary. Improvements will be carried out in three stages to ensure that we achieve our goals.

Stage 1 (Establish): With revision of the Postal Service Privatization Act, we will establish strong operating platforms and build the foundations for future growth. Measures include changing the mindset of employees, creating a sense of unity and encouraging tie-ups within the Group, invigorating the post-office network, streamlining existing businesses, strengthening internal controls, developing new products and services, and launching new businesses.

We will also prepare for the near-term stock listing of Japan Post Holdings Co., Ltd.

Stage 2 (Grow): The Group’s growth opportunities will be clarified and aggressively pursued. With the aim of winning the full confidence and support of investors, profitability for existing businesses will be improved and strategic investment in new fields initiated in Stage 1 will be continued to diversify revenue streams by developing new products, services, and businesses.

Stage 3 (Develop): The Japan Post Group will develop itself even more by advancing further the growth initiatives promoted in Stage 2 and securing the Group’s growth path



Aim for a Near-Term Stock Listing

- As funds raised from listing Japan Post Holdings Co., Ltd. will be used to redeem reconstruction bonds issued after the Great East Japan Earthquake, a “near-term listing” at “maximum equity value” is desired.
- While strengthening corporate governance, compliance, and management practices, a growth strategy must be implemented by improving our three existing businesses, making strategic investments, and moving into new areas. We aim to become a corporate group highly valued by investors.
- The Japan Post Group is obligated to realize the near-term listing of Japan Post Holdings Co., Ltd. at maximum equity value. We will consistently carry out the three improvements described in “Japan Post Holdings Group Vision 2021” to achieve these goals.