

## 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.

April 23, 2024

Company name: Japan Post Holdings Co., Ltd.  
Representative: MASUDA Hiroya  
Director and Representative Executive Officer,  
President & CEO  
(Code number: 6178, Prime Market of the  
Tokyo Stock Exchange)  
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### **Overview of Evaluation Results on the Effectiveness of the Board of Directors**

#### 1. Method of Evaluation, etc.

Japan Post Holdings Co., Ltd. (the "Company") conducted a questionnaire survey of Directors and, through this survey and discussions among Outside Directors, evaluated the effectiveness of the Board of Directors based on self-assessment by Directors.

#### 2. Results of Evaluation, etc.

The Board of Directors has been evaluated as fulfilling its functions sufficiently on the whole.

The Group Medium-term Management Plan "JP Vision 2025," formulated in May 2021, is scheduled for a review in around three years, and the Company arranged numerous, early opportunities for discussions in the Board of Directors to enable adequate discussion of this review and other important management issues for the Company. Important information contributing to Directors' management decision-making was also swiftly provided to Directors. The Company therefore believes that the Board of Directors fulfilled its supervisory function.

As in previous years, for regular reporting matters, prior explanations were given before the chairperson delivered a collective report at the meetings of the Board of Directors. The Company evaluates that continuing such initiatives concerning meeting proceedings has been beneficial in terms of stimulating discussions.

In addition, the Company again arranged opportunities for Outside Directors to tour the Company's business sites, and last fiscal year, it also held seminars on the current status, issues, and other matters concerning the business, which it believes helped to deepen understanding of the Group's business.

Issues going forward include measures to enable Outside Directors to fully perform their roles, such as more optimized meeting proceedings, even more extensive deliberation related to matters and issues that have a major impact on management, and more extensive follow-ups of the PDCA cycle turned on those issues and matters, more opportunities for the Company's Directors to deepen their knowledge in required areas, and the facilitation of communications between Outside Directors.

In order to address these issues, in addition to follow-ups on the progress of the Medium-term Management Plan and the Annual Plan, the Company will continue its efforts to thoroughly examine agenda items and improve the contents of meeting documents. It will also work to enhance site tours and seminars for Directors.