

## 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 25, 2025

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.

While the effectiveness of the Board of Directors is increasing year by year, the Company has evaluated that there is still an issue to be addressed in its monitoring function in view of the compliance problems that came to light in the fiscal year ended March 31, 2025.

The Company arranged numerous, early opportunities for discussions in the Board of Directors to enable adequate discussions concerning progress on the Group Medium-term Management Plan "JP Vision 2025+," formulated in May 2024, and other important management issues for the Japan Post Group (the "Group"). However, some cases were confirmed where Directors were not provided with key information necessary to fulfill their monitoring and supervisory functions over the status of business execution by the Board of Directors, and the Company believes that there is room for improvement.

As in previous years, each Director was provided with prior explanations concerning the proceedings of meetings of the Board of Directors. For regular reporting matters, the chairperson then 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 arranged opportunities for Outside Directors to tour the Company's business sites and exchange views with employees. 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.

Looking ahead, the Company believes that measures are needed to improve the monitoring function of the Board of Directors. Other issues going forward include measures to enable Outside Directors to fully perform their roles, such as more opportunities for the Company's Directors to deepen their knowledge in required areas.

In order to address these issues, in addition to improving reporting systems to facilitate effective monitoring of the status of business execution, clarifying targets and KPIs, and ensuring appropriate progress reports,

including the Company's response to regulatory authorities, the Company will work to enhance site tours and seminars for Directors.