

## 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 28, 2026

Company name: Japan Post Holdings Co., Ltd.  
Representative: NEGISHI Kazuyuki  
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.

Overall, the effectiveness of the Board of Directors is increasing year by year, but the Company has evaluated that its monitoring function still needs improvement in view of the occurrence of serious non-compliance issues, including the one at JAPAN POST Co., Ltd. which caused the regulatory authorities to impose administrative dispositions in the fiscal year ended March 31, 2026.

Specifically, the Company arranges numerous, early opportunities for discussions concerning the formulation of the next Group Medium-term Management Plan which is to be announced in May 2026 and other important management issues for the Japan Post Group (the "Group") to enable adequate discussions in the Board of Directors. 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. The Company has taken measures to improve the situation, but believes that there is room for improvement in the early provision of information to Directors.

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 held seminars on the current status, issues, and other matters concerning the business, which it believes helped Outside Directors deepen their understanding of the Group's business.

Looking ahead, the Company believes that measures are needed to further 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, reviewing the contents of reports, 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.