UNITED STATES
POSTAL REGULATORY COMMISSION
Washington, D.C. 20268-0001

FORM 10-Q

☑ **QUARTERLY REPORT PURSUANT TO 39 U.S.C. §3654 AND SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the quarterly period ended June 30, 2026

or

☐ **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934**

For the transition period from ______ to ______

UNITED STATES POSTAL SERVICE

(Exact name of registrant as specified in its charter)

Washington, D.C. (State or other jurisdiction of incorporation or organization)	41-0760000 (I.R.S. Employer Identification No.)
475 L'Enfant Plaza, S.W. Washington, D.C. (Address of principal executive offices)	20260 (ZIP Code)

(202) 268-2000
(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Not applicable	Not applicable	Not applicable

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the *Securities Exchange Act of 1934* during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☐ No ☐ Not Applicable ☑

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes ☐ No ☐ Not Applicable ☑

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer ☐	Accelerated filer ☐	Non-accelerated filer ☐
Smaller reporting company ☐	Emerging growth company ☐	Not applicable ☑

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☑

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GLOSSARY OF ACRONYMS AND DEFINED TERMS

The following are definitions of some of the terms or acronyms that may be used throughout this report:

Term or Acronym	Definition
Addresses API	Addresses Application Programming Interface
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
Annual Report	Annual Report on Form 10-K
APWU	American Postal Workers Union, AFL-CIO
ASC	Accounting Standards Codification
ASU	Accounting Standards Update
Board	Board of Governors of the United States Postal Service
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CODM	Chief Operating Decision Maker
COLA(s)	Cost-of-living adjustment(s)
COVID-19	Coronavirus
CSRS	Civil Service Retirement System
DOL	U.S. Department of Labor
DPMG	Deputy Postmaster General
Exchange Act	*Securities and Exchange Act of 1934*, enacted as Public Law 73-291
FASB	Financial Accounting Standards Board
FECA	*Federal Employees' Compensation Act*
FEHB	Federal Employees Health Benefits
FERS	Federal Employees Retirement System
FFB	Federal Financing Bank
GAAP	Generally accepted accounting principles in the U.S.
HHS	U.S. Department of Health and Human Services
House	U.S. House of Representatives
IRA	*Inflation Reduction Act of 2022*, enacted as Public Law 117-169
NALC	National Association of Letter Carriers, AFL-CIO
NPMHU	National Postal Mail Handlers Union, AFL-CIO
NRLCA	National Rural Letter Carriers Association
OPM	U.S. Office of Personnel Management
OWCP	Office of Workers' Compensation Programs
PAEA	*Postal Accountability and Enhancement Act*, enacted as Public Law 109-435
PMG	Postmaster General
PRA	*Postal Reorganization Act*, enacted as Public Law 91-375
PRC	Postal Regulatory Commission
President	U.S. President
PSHB	Postal Service Health Benefits
PSRA	*Postal Service Reform Act of 2022*, enacted as Public Law 117-108
PSRHBF	Postal Service Retiree Health Benefits Fund

Term or Acronym	Definition
RFA	*Revenue Forgone Reform Act*, enacted as Public Law 103-123
SEC	U.S. Securities and Exchange Commission
Senate	U.S. Senate
TSP	Thrift Savings Plan
U.S.	United States
U.S.C.	U.S. Code
USPS	U.S. Postal Service
VP	Vice President

PART I. FINANCIAL INFORMATION

ITEM 1. FINANCIAL STATEMENTS

UNITED STATES POSTAL SERVICE
STATEMENTS OF OPERATIONS
(UNAUDITED)

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	**2026**	**2025**	**2026**	**2025**
Revenue:				
Operating revenue	$ 19,940	$ 18,797	$ 62,342	$ 61,000
Other revenue	10	85	16	125
Total revenue	**19,950**	**18,882**	**62,358**	**61,125**
Operating expenses:				
Compensation and benefits	13,754	13,625	42,203	42,023
Retirement benefits	2,716	2,392	8,110	7,762
Retiree health benefits	195	—	545	—
Workers' compensation	308	724	934	1,983
Transportation	2,138	2,064	6,422	6,291
Other operating expenses	3,341	3,209	9,847	9,474
Total operating expenses	**22,452**	**22,014**	**68,061**	**67,533**
Loss from operations	**(2,502)**	**(3,132)**	**(5,703)**	**(6,408)**
Interest and investment income	110	189	353	599
Interest expense	(122)	(133)	(373)	(415)
Net loss	**$ (2,514)**	**$ (3,076)**	**$ (5,723)**	**$ (6,224)**

See accompanying notes to the unaudited financial statements.

UNITED STATES POSTAL SERVICE
BALANCE SHEETS

(in millions)	June 30, 2026	September 30, 2025
	(unaudited)	
Current Assets:		
Cash and cash equivalents	$ 9,449	$ 8,210
Restricted cash	1,240	3,487
Receivables, net (less allowances of $205 and $205)	1,193	1,325
Supplies, advances, and prepayments	538	411
Total current assets	**12,420**	**13,433**
Restricted cash, noncurrent	2,122	1,658
Restricted investments, noncurrent	—	588
Property and equipment, net	21,203	19,926
Operating lease right-of-use assets	5,450	5,295
Other assets	824	837
Total assets	**$ 42,019**	**$ 41,737**
Current Liabilities:		
Compensation and benefits	$ 3,046	$ 2,457
Retirement benefits	36,634	31,099
Retiree health benefits	545	—
Workers’ compensation	1,704	1,724
Payables and accrued expenses	2,921	3,000
Deferred revenue-prepaid postage	2,850	2,925
Operating lease liabilities	1,197	1,203
Customer deposit accounts	1,308	1,263
Other current liabilities	1,235	1,289
Current maturities of long-term debt	700	700
Total current liabilities	**52,140**	**45,660**
Workers’ compensation, noncurrent	14,951	15,721
Operating lease liabilities, noncurrent	4,460	4,278
Employees’ accumulated leave, noncurrent	2,489	2,492
Other noncurrent liabilities	1,012	896
Long-term debt	14,300	14,300
Total liabilities	**89,352**	**83,347**
Net Deficiency:		
Capital contributions of the U.S. government	16,132	16,132
Deficit since 1971 reorganization	(63,465)	(57,742)
Total net deficiency	**(47,333)**	**(41,610)**
Total liabilities and net deficiency	**$ 42,019**	**$ 41,737**

See accompanying notes to the unaudited financial statements.

UNITED STATES POSTAL SERVICE
STATEMENTS OF CHANGES IN NET DEFICIENCY
(UNAUDITED)

For the three and nine months ended June 30, 2025

(in millions)	Capital Contributions of U.S. Government	Accumulated Deficit Since Reorganization	Total Net Deficiency
Balance, September 30, 2024	**$ 16,132**	**$ (48,764)**	**$ (32,632)**
Net income	—	144	144
Balance, December 31, 2024	**$ 16,132**	**$ (48,620)**	**$ (32,488)**
Net loss	—	(3,292)	(3,292)
Balance, March 31, 2025	**$ 16,132**	**$ (51,912)**	**$ (35,780)**
Net loss	—	(3,076)	(3,076)
Balance, June 30, 2025	**$ 16,132**	**$ (54,988)**	**$ (38,856)**

See accompanying notes to the unaudited financial statements.

For the three and nine months ended June 30, 2026

(in millions)	Capital Contributions of U.S. Government	Accumulated Deficit Since Reorganization	Total Net Deficiency
Balance, September 30, 2025	**$ 16,132**	**$ (57,742)**	**$ (41,610)**
Net loss	—	(1,259)	(1,259)
Balance, December 31, 2025	**$ 16,132**	**$ (59,001)**	**$ (42,869)**
Net loss	—	(1,950)	(1,950)
Balance, March 31, 2026	**$ 16,132**	**$ (60,951)**	**$ (44,819)**
Net loss	—	(2,514)	(2,514)
Balance, June 30, 2026	**$ 16,132**	**$ (63,465)**	**$ (47,333)**

See accompanying notes to the unaudited financial statements.

UNITED STATES POSTAL SERVICE
STATEMENTS OF CASH FLOWS
(UNAUDITED)

(in millions)	Nine Months Ended June 30, 2026	2025
Cash flows from operating activities:		
Net loss	$ (5,723)	$ (6,224)
Adjustments to reconcile net loss to net cash provided by operating activities:		
Depreciation and amortization	1,772	1,645
Other, net	59	134
Increase in operating lease right-of-use assets	(155)	(111)
(Decrease) increase in noncurrent workers' compensation	(770)	258
Increase in noncurrent operating lease liabilities	182	115
Increase in other noncurrent liabilities	57	14
Changes in current assets and liabilities:		
Receivables, net	132	(147)
Other current assets	(127)	(72)
Retirement benefits	5,535	4,169
Retiree health benefits	545	—
Payables, accrued expenses, and other	272	1,931
Operating lease liabilities	(6)	15
Deferred revenue-prepaid postage and other deferred revenue	(43)	(59)
Net cash provided by operating activities	**1,730**	**1,668**
Cash flows from investing activities:		
Purchases of property and equipment	(2,859)	(2,597)
Proceeds from sales of property and equipment	43	127
Purchases of short-term investments	—	(3,000)
Purchases of restricted investments	—	(566)
Redemption of short-term investments	—	10,550
Redemption of restricted investments	567	2,575
Net cash (used in) provided by investing activities	**(2,249)**	**7,089**
Cash flows from financing activities:		
Payments on finance lease obligations	(25)	(26)
Net cash used in financing activities	**(25)**	**(26)**
Net (decrease) increase in cash, cash equivalents & restricted cash	(544)	8,731
Cash, cash equivalents & restricted cash - beginning of period	13,355	6,688
Cash, cash equivalents & restricted cash - end of period	**$ 12,811**	**$ 15,419**
Supplemental cash flow disclosures:		
Cash paid for interest	$ 401	$ 434

See accompanying notes to the unaudited financial statements.

NOTES TO UNAUDITED FINANCIAL STATEMENTS

NOTE 1 - BASIS OF PRESENTATION

The accompanying unaudited interim financial statements of the United States Postal Service (the “Postal Service,” “USPS,” “we,” “our,” and “us”) have been prepared in accordance with GAAP for interim financial information and with the instructions to Form 10-Q and Rule 10-01 of the SEC Regulation S-X. These financial statements should be read in conjunction with our financial statements for the year ended September 30, 2025, included in our Annual Report filed with the PRC on November 14, 2025, and do not include all information and footnotes which are normally included in the Annual Report. Except as otherwise specified, all references to years are to fiscal years beginning October 1 and ending September 30, and quarters are quarters within fiscal years 2026 and 2025.

In the opinion of management, the accompanying unaudited interim financial statements reflect all material adjustments, including recurring adjustments, necessary to fairly present the financial position of the Postal Service as of June 30, 2026, the results of operations for the three and nine months ended June 30, 2026 and 2025, the changes in net deficiency for the three and nine months ended June 30, 2026 and 2025, and the cash flows for the nine months ended June 30, 2026 and 2025. Operating results for the three and nine months ended June 30, 2026 are not necessarily indicative of the results that may be expected for all of 2026. Mail volume and revenue are historically greatest in the first quarter of the year, which includes the holiday mailing season.

NOTE 2 - RECENT ACCOUNTING PRONOUNCEMENTS

Recently Adopted

In November 2023, the FASB issued ASU 2023-07 *Improvements to Reportable Segment Disclosures* (“ASU 2023-07”), which has since been codified in ASC 280, *Segment Reporting*. This ASU is intended to improve reportable segment disclosure requirements, primarily through enhanced disclosures about significant segment expenses. Entities are also required to provide all annual disclosures about a reportable segment’s profit or loss and assets currently required by ASC 280 in interim periods. We adopted this standard effective for our annual periods beginning on October 1, 2024, as reflected in *Note 1 - Organization and Summary of Significant Accounting Policies* and *Note 18 - Segment Information.* within our Annual Report filed with the PRC on November 14, 2025, and interim periods beginning on October 1, 2025. Our adoption of the new standard resulted only in changes to our recurring disclosures. For more information, see *Note 14 - Segment Information.*

Issued But Not Yet Adopted

In November 2024, the FASB issued ASU 2024-03 *Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Disaggregation of Income Statement Expenses)*. The new standard requires disclosure in the notes to the financial statements of additional specified information about certain costs and expenses in a tabular format. The standard does not change or remove current expense disclosure requirements. This ASU is effective for our annual periods beginning on October 1, 2027 and interim periods beginning on October 1, 2028. We are currently evaluating the impact of the new rule on our financial statements and disclosures.

In July 2025, the FASB issued ASU 2025-05 *Measurement of Credit Losses on Accounts Receivable and Contract Assets*. The new standard allows for a practical expedient to be used in developing reasonable and supportable forecasts as part of estimating expected credit losses. The practical expedient may assume that current conditions as of the balance sheet date do not change for the remaining life of an asset. This ASU is effective for our annual and corresponding interim periods beginning on October 1, 2026 and early adoption is permitted. We have substantially completed our evaluation of the new rule’s impact on our accounting for credit losses and related disclosures and determined that it is not material.

In September 2025, the FASB issued ASU 2025-06 *Targeted Improvements to Accounting for Internal-Use Software*. The new standard removes references to project stage software development and requires entities to start capitalizing software costs when both of the following occurs - management has authorized and committed to funding the software project and it is probable the project will be completed and software will be used to perform the function intended. Entities are permitted to apply the new guidance using either a prospective, modified, or retrospective transition approach. This ASU is effective for our annual and corresponding interim periods beginning on October 1, 2028. We are currently evaluating the impact of the new rule on our accounting for software development costs and related disclosures.

NOTE 3 - LIQUIDITY

The following table presents our cash, cash equivalents, and restricted cash included in our accompanying unaudited *Statements of Cash Flows* as of June 30, 2026 and June 30, 2025:

(in millions)	**June 30, 2026**	**June 30, 2025**
Cash and cash equivalents	$ 9,449	$ 10,056
Restricted cash, current	1,240	3,235
Restricted cash, noncurrent	2,122	2,128
Total cash, cash equivalents, and restricted cash	**$ 12,811**	**$ 15,419**

Liquidity Management

We manage our liquidity through cash and cash equivalents, short-term investments, and borrowing capacity. As of June 30, 2026, we did not hold any short-term investments. We currently have no borrowing capacity as we are at our $15.0 billion total debt statutory limit.

As of June 30, 2026 and September 30, 2025, our unrestricted liquidity was $9.4 billion and $8.2 billion, respectively, comprised entirely of cash and cash equivalents.

Cash and Cash Equivalents

We generate our cash almost entirely from the sale of postal products and services. We hold our *Cash and cash equivalents* with the Federal Reserve Bank of New York and invest our excess cash, when available and not immediately necessary for operations, in highly liquid, short-term investments issued by the U.S. Treasury. See *Note 6 - Investments* for additional information on our investments.

Debt and Borrowing Capacity

We are authorized by the PRA to raise cash through the issuance of debt obligations. The PRA requires us to notify the Secretary of the Treasury of our intent to issue debt and to allow the U.S. Treasury the first option to purchase such obligations. We coordinate with the FFB, a government-owned corporation under the general supervision of the Secretary of the Treasury, on these notifications.

As of both June 30, 2026 and September 30, 2025, the aggregate principal of all debt outstanding was $15.0 billion, all of which was issued to the FFB. These debt balances include a $700 million fixed-rate note that matures on July 31, 2026 and is recorded as *Current maturities of long-term debt* in the accompanying unaudited *Balance Sheets*.

On July 31, 2026, we repaid a $700 million fixed-rate note and immediately borrowed $700 million from the FFB on a long-term fixed-rate note at 4.422% that matures on July 31, 2029.

Liquidity Concerns

We continue to face systemic imbalances that make our current operating model unsustainable. As communicated in the *Delivering for America* plan, we are implementing strategic operational reforms to meet the changing needs of our business and residential customers. While significant progress has been made to date, the overall success of the plan still requires complete implementation of numerous management initiatives, along with administrative and legislative reforms that are outside of our control. Shortfalls or delays in implementation of the plan will place additional pressure on our liquidity and financial results.

As a result of these concerns, we do not have sufficient liquidity to meet all of our existing legal obligations when due while also repaying our maturing debt and making the critical infrastructure investments that have been deferred in recent years, and that are necessary to fulfill our primary mission, without putting our ability to fulfill that primary mission at undue risk.

Business Model Challenges and Constraints

We are constrained by laws and regulations which restrict revenue sources, mandate certain expenses, and have significantly affected our ability to cover all legally imposed costs. Many employee and retiree benefit costs are mandated by law and cannot be altered without legislative change, and some of these costs have historically increased at a higher rate than inflation. Such expenses include amortization payments to provide full funding of retiree pension benefits that must be funded through the sale of postal products and services and that are therefore unlike those imposed on most other federal entities who receive appropriations for such charges. As a result, we have experienced many years of net losses, and our liabilities greatly exceed our assets.

Mail volumes, representing *First-Class Mail* and *Marketing Mail*, have declined 50% between 2007 and 2025. Despite these declines, mail services still accounted for more than half of our operating revenue in 2025. While we have received some additional pricing flexibility from the PRC in recent years, mail services are still subject to an inflation-based price cap system that limits our ability to offset declining volumes or generate increased revenue.

However, our costs are not similarly constrained or capped, and we continue to be constrained by law, or by contract, from reducing many of our costs or from pursuing many alternate sources of revenue. A large portion of our cost structure cannot be altered expeditiously due to our universal service mission. Many employee costs, such as compensation and employee health benefit premiums, are subject to contractual arrangements. Other employee costs, such as workers' compensation costs and retiree pension benefit amortization and normal costs, are mandated by law. The allocation of retiree pension benefit amortization costs related to CSRS employees who worked for both the Post Office Department and the Postal Service cannot be altered without administrative or legislative reform. See *Note 9 - Retirement Plans*, *Note 10 - Health Benefits Plans,* and *Note 11 - Workers' Compensation* for further information on statutorily mandated costs.

Furthermore, the number of delivery points continues to grow with an increase of 1.8 million in 2025, which drives up delivery costs. When combined with lower mail volume, this has resulted in a drop in the average number of pieces delivered per delivery point per day from 5.5 pieces in 2007 to 2.4 pieces in 2025, a decline of 57%.

Mitigating Circumstances

We continue to pursue strategies within our control to grow revenue, reduce costs and increase operational efficiency. We have managed capital in recent years by spending what we believed was essential to maintain our existing facilities and service levels, to ensure employee health and safety, and to increase efficiencies. However, continued increases in capital investment are necessary to upgrade and modernize our facilities, fleet of vehicles, and processing equipment to remain operationally viable.

In order to preserve liquidity and ensure that our ability to fulfill our primary mission is not placed at undue risk, we have not made certain annual amortization payments to OPM for CSRS and FERS. However, we have remitted partial payments towards our annual FERS obligations, as was required by our retirement-based rate authority, in each of the past four years.

On April 9, 2026, the PRC granted a Temporary Conditional Waiver that lifts regulatory restrictions requiring us to use cash generated through the retirement-based rate authority to make minimum remittance payments towards our pension amortization obligations. We will determine whether to exercise the authority provided by the Temporary Conditional Waiver, along with the corresponding decision regarding remitting full or partial amortization payments on the 2026 obligations, during the fourth quarter of the year.

We also began suspending payments to OPM for the employer’s portion of the bi-weekly normal cost contributions for employees covered under FERS effective April 10, 2026. While we continue to accrue these expenses as presented within *Retirement benefits* in the accompanying unaudited *Statements of Operation*s, this enables us to preserve approximately $200 million in cash each pay period, for a total of $2.5 billion in cash for fiscal year 2026. As of June 30, 2026, we have deferred approximately $1.4 billion. This suspension has no impact on our employees and is intended to be a temporary measure to mitigate the immediate risk of becoming illiquid.

The following table presents the total retirement benefit expenses accrued but unpaid by us as of June 30, 2026, and the fiscal years in which the accruals were recorded:

(in millions)	2026	2025	2024	2023	2014 to 2022	Total
CSRS unfunded retirement benefits amortization*	$ 2,475	$ 3,122	$ 3,245	$ 3,015	$ 10,757	$ 22,614
FERS unfunded retirement benefits amortization*	1,725	659	1,286	1,541	7,300	$ 12,511
FERS normal costs	1,405	—	—	—	—	$ 1,405
Total expenses accrued but unpaid	**$ 5,605**	**$ 3,781**	**$ 4,531**	**$ 4,556**	**$ 18,057**	**$ 36,530**

* Amounts are due and payable on September 30 of each respective fiscal year. As of June 30, 2026, amounts have been accrued but are not yet due and payable.

As of the date of this report, we have not incurred any penalties or immediate negative financial consequences as a result of not making these payments.

These temporary cash conservation plans, which delay required payments, have provided relief to allow for sufficient liquidity to continue operating through at least August 2027. However, we continue to face circumstances that leave us with insufficient liquidity to meet all of our obligations and capital investment requirements. We will likely continue to prioritize payments to the FFB, employees, and suppliers ahead of some payments to fund retirement pension benefits, such as the annual CSRS and FERS amortization payments, as has been done in the past, as well as the PSRHBF top-up payments.

As the PMG testified before the Senate Committee on Homeland Security and Governmental Affairs on June 24, 2026, aggressive management of business operations and temporary cash conservation measures alone are not enough to restore us to financial health. We continue to prioritize the pursuit of an increase in borrowing authority that could be made in the immediate term to provide a bridge to the broader legislative and administrative reforms and cost and revenue initiatives. We continue to coordinate with the executive branch, Congress, and the PRC on more permanent solutions that will address the systemic imbalances in our business model.

We have petitioned the PRC for the following regulatory changes:

- Modification of the Market Dominant ratemaking system through the elimination of the price cap and adoption of a regulatory monitoring ratemaking system in order to achieve the objectives of forging a sustainable path to financial stability;
- Alternatively, if the price cap is maintained, re-baselining the rates to ensure they are compensable while also maintaining adjustment factors to ensure that the system is flexible enough to deal with exogenous circumstances that may arise; and
- Permanent repeal of the minimum remittance payment associated with retiree pension benefit amortization payments required by our retirement-based rate authority.

Administrative and legislative reforms are also still required to address the following:

- Statutory debt limit of $15.0 billion, which is set by Congress and has not been increased since 1992, to access the capital necessary to achieve our mission and continue to compete with private sector companies that have access to credit and capital markets;
- Retiree pension benefit funding rules determining how OPM apportions the costs for the CSRS benefits of employees and retirees that worked for both the Postal Service and the Post Office Department to allocate these costs between the Postal Service and Treasury by utilizing modern actuarial principles;
- Diversification of pension assets and the ability to invest in market-based instruments to allow greater flexibility; and
- Workers' compensation administration to adopt private sector best practices.

With annual total revenue of nearly $81 billion in 2025, a financially sound Postal Service continues to be vital to the U.S. economy and commerce. The U.S. economy benefits greatly from the Postal Service and the many businesses that provide the printing and mailing services that we support. Disruption of the mail would cause undue hardship to businesses and consumers as it would significantly inhibit the remittance of payments through the mail, as well as the delivery of vital mail and packages like medicine, essential consumer staples, benefit checks, and important information. In the event of a cash shortfall, the U.S. government would likely prevent us from significantly curtailing or ceasing operations.

We continue to inform the executive branch, Congress, the PRC, and other stakeholders of the immediate and long-term financial challenges we face and the regulatory changes, as well as the legislative or administrative changes, that are required to restore our financial stability.

NOTE 4 - REVENUE RECOGNITION

The PAEA classifies the services we offer as either Market Dominant or Competitive products; however, the term "services" is used in this report for consistency with other descriptions of services we offer. We generate the majority of our revenue from contracts associated with the processing and delivery of different types of mail and packages, both domestically and internationally, which generally occur over several days.

Disaggregation of Revenue

The following table summarizes our disaggregated operating revenue for the three and nine months ended June 30, 2026 and 2025 by service category:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	**2026**	**2025[1]**	**2026**	**2025[1]**
Operating Revenue:				
First-Class Mail	$ 6,133	$ 5,878	$ 19,853	$ 19,560
Marketing Mail[2]	4,018	3,578	12,354	11,830
Shipping and Packages[3]	8,250	7,662	25,643	24,730
International	229	295	719	1,014
Periodicals	201	210	628	666
Other[4]	1,109	1,174	3,145	3,200
Total operating revenue	**$ 19,940**	**$ 18,797**	**$ 62,342**	**$ 61,000**

[1] Prior period amounts for certain service categories include reclassifications of amounts amongst service categories to conform to current period presentation. These reclassifications are immaterial for each affected category and have no effect on total operating revenue for the period. These reclassifications are required by our regulatory requirements and are included in this document for consistency amongst publicly available information.

[2] Excludes *Marketing Mail Parcels.*

[3] Includes *USPS Ground Advantage, Parcel Select Mail, Parcel Return Service Mail, Marketing Mail Parcels, Priority Mail, Priority Mail Express* and *Package Service Mail.*

[4] Includes revenue (other than the related postage) associated with COVID-19 test distribution, *PO Box* and Caller services, *Certified Mail*, Return Receipts, Insurance, Other Ancillary Services, Shipping and Mailing Supplies, Collect on Delivery, *Registered Mail*, Stamped Envelopes and Cards, Money Orders and other services.

Contract Liabilities

The following table presents the balances of our contract liabilities, including *Deferred revenue-prepaid postage,* prepaid *PO Box* and Caller Service fees, as of June 30, 2026 and September 30, 2025:

(in millions)	June 30, 2026	September 30, 2025
Deferred revenue-prepaid postage:		
Forever stamps	$ 1,666	$ 1,679
Mail-in-transit	518	533
Metered postage	269	291
Other	397	422
Total deferred revenue-prepaid postage	**2,850**	**2,925**
Prepaid PO Box and Caller Service fees*	629	616
Total deferred revenue	**$ 3,479**	**$ 3,541**

* Included within *Other current liabilities* in the accompanying unaudited *Balance Sheets.*

The following table provides details of revenue recognized during the nine months ended June 30, 2026 that was reported in our contract liabilities for deferred revenue as of September 30, 2025:

(in millions)	Nine Months Ended June 30, 2026
Revenue recognized in the period from deferred revenue:	
Forever stamps	$ 988
Mail-in-transit	533
Metered postage	291
Other	327
Prepaid PO Box and Caller Service fees	587

NOTE 5 - RELATED PARTIES

As disclosed throughout this report, we have significant transactions with other U.S. government entities, which are considered related parties for accounting purposes.

In September 2022, we received a capital contribution from the U.S. government of $3.0 billion under the IRA. Of this amount, $1.29 billion was made available for the procurement of zero-emission vehicles. Additionally, $1.71 billion was made available for the purchase, design, and installation of the requisite infrastructure to support zero-emission delivery vehicles at facilities that we own or lease from non-federal entities. The IRA stipulates that these amounts remain available for use through September 30, 2031. Any unspent funds during that period earn interest that is restricted for the same purpose. As of June 30, 2026, we held $366 million in *Restricted cash* and $1.5 billion in *Restricted cash, noncurrent* associated with this funding, not reflective of contractual obligations against the remaining IRA funding.

The following table presents related-party assets and liabilities as of June 30, 2026 and September 30, 2025:

(in millions)	June 30, 2026	September 30, 2025
Related-party assets:		
Carrying amount of revenue forgone installment receivable[1]	$ 569	$ 558
Related-party liabilities:		
Current maturities of long-term debt	$ 700	$ 700
Other current liabilities[2]	39,640	33,225
Long-term debt	14,300	14,300
Other noncurrent liabilities[3]	15,034	15,790

[1] Included within *Other assets* in the accompanying *Balance Sheets*. See further discussion of the fair value measurement of this receivable in *Note 13 - Fair Value Measurement.*

[2] Includes the CSRS and FERS obligations due to OPM and current workers' compensation obligations due to DOL, as well as payables to other agencies and the remaining funding associated with the COVID-19 test kit distribution. See further discussion in *Note 9 - Retirement Plans* and *Note 11 - Workers' Compensation*.

[3] Includes noncurrent workers' compensation obligations due to DOL. See further discussion in *Note 11 - Workers' Compensation*.

The revenue forgone installment receivable represents the receivable associated with the RFA. The RFA authorized $1.2 billion to be paid to the Postal Service in 42 annual installment payments of $29 million each year from 1994 through 2035 as reimbursement for below-cost postage offered to certain categories of mailers between 1991 and 1998. Although the RFA authorized the reimbursement, Congress must appropriate the $29 million to us within the annual federal budget for us to receive funding, which it has not consistently done. As of June 30, 2026, the past due installments unpaid by Congress totaled $384 million. We continue to include the total past due installments in each annual appropriations request to Congress. The amounts are established by the RFA and, in any year, Congress could appropriate the full amount, including past-due installments, and/or amounts that may be allocated toward the past-due installments. We believe that the amount remains fully collectible and therefore no reserve is necessary for the uncollected amounts due to the full faith and credit of the U.S. government. For additional information on the revenue forgone installment receivable, see *Part II, Item 8. Financial Statements and Supplementary Data*, *Notes to Financial Statements*, *Note 16 - Revenue Forgone* in the 2025 Annual Report.

We also hold our *Cash and cash equivalents* and restricted cash with the Federal Reserve Bank of New York. See *Note 3 - Liquidity and Note 6 - Investments* for additional information.

The following table presents related-party revenue and expenses for the three and nine months ended June 30, 2026 and 2025:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	2026	2025	2026	2025
Related-party operating revenue	$ 299	$ 419	$ 1,164	$ 1,282
Related-party operating expenses[1]	4,704	4,079	13,887	12,871
Related-party interest income[2]	109	189	351	598
Related-party interest expense[3]	139	147	422	452

[1] Included within *Operating expenses* in the accompanying unaudited *Statements of Operations.* Amounts reported include CSRS and FERS related retirement benefits expense and workers' compensation expense.

[2] Represents interest imputed on the revenue forgone installment receivable, as well as interest generated on U.S. Treasury instruments and other cash equivalents held with the Federal Reserve Bank of New York. Included within *Interest and investment income* in the accompanying unaudited *Statements of Operations.*

[3] Incurred on debt issued to the FFB and included within *Interest expense* in the accompanying unaudited *Statements of Operations*.

NOTE 6 - INVESTMENTS

We invest our restricted cash and excess cash, when available and not immediately necessary for operations, in investments issued by the U.S. Treasury.

Our highly liquid investments with initial maturities of three months or less are included in *Cash and cash equivalents*, *Restricted cash*, or *Restricted cash, noncurrent* in the accompanying unaudited *Balance Sheets*. These amounts are not included in the paragraphs below as their carrying values approximate fair value due to their short-term nature.

As of June 30, 2026, all of our investments were classified as *Cash and cash equivalents*, *Restricted cash*, or *Restricted cash, noncurrent*.

As of September 30, 2025, we had invested restricted cash of $588 million in two U.S. Treasury bills with maturities of eleven months. As we had both the intent and ability to hold these securities to maturity, we classified these investments as held-to-maturity. At September 30, 2025, these investments had both a recorded amortized cost basis, included in *Restricted investments, noncurrent* in the accompanying unaudited *Balance Sheets,* and a fair value of $588 million. These investments matured and were redeemed in October 2025.

Restricted investments have limited use due to the nature of the restrictions on the underlying funding, as described in *Part II, Item 8. Financial Statements and Supplementary Data*, *Notes to Financial Statements, Note 1 - Organization and Summary of Significant Accounting Policies* in the 2025 Annual Report.

NOTE 7 - PROPERTY AND EQUIPMENT, NET

Assets within *Property and equipment, net* in the accompanying unaudited *Balance Sheets* are recorded at cost, which is calculated by including the interest on borrowings used to finance construction of major capital additions less allowances for depreciation and amortization. Fixed assets are depreciated over estimated useful lives ranging from 3 to 40 years using the straight-line method.

For the three months ended June 30, 2026 and 2025, depreciation and amortization expense was $604 million and $584 million, respectively. For the nine months ended June 30, 2026 and 2025, depreciation and amortization expense was $1.8 billion and $1.6 billion, respectively. These items are included within *Other operating expenses* in the accompanying unaudited *Statements of Operations*.

NOTE 8 - COMMITMENTS AND CONTINGENCIES

Collective Bargaining Agreements

As of June 30, 2026, we had active contracts with two of our major collective bargaining units and two contracts with our major collective bargaining units had expired. The agreement expiration dates for those collective bargaining units are as follows:

Collective Bargaining Unit	Agreement Expiration Date
NPMHU	September 20, 2025[1]
NALC	May 22, 2026[2]
NRLCA	May 20, 2027
APWU	September 20, 2027

[1] Agreement with the NPMHU expired on September 20, 2025, and the parties have engaged in continuing negotiations but came to an impasse on June 4, 2026. The parties will continue to follow the current agreement until a new contract is reached through the dispute resolution process.

[2] Agreement with the NALC expired on May 22, 2026, and the parties are engaged in continuing negotiations.

Contingent Liabilities

Our contingent liabilities consist primarily of claims resulting from labor and employment matters; asset retirement obligations and environmental matters; property damage and injuries on our properties; and issues arising from our contracts, personal injury claims and traffic accidents. Each quarter, we evaluate each claim to determine our potential liability. If we determine that an unfavorable outcome from a new claim is both probable and reasonably estimable, we record a liability for the amount. Preexisting claims are also reviewed and adjusted quarterly for resolutions or revisions to prior estimates based on new facts and circumstances.

From time to time, we are involved in other litigation incidental to the conduct of our business, none of which is expected to be material to our financial condition or operations. For additional information see *Part I, Item 3. Legal Proceedings* and *Part II, Item 8. Financial Statements and Supplementary Data*, *Notes to Financial Statements*, *Note 11 - Commitments and Contingencies* in the 2025 Annual Report.

Provision for Losses

We have made adequate provision for probable losses arising from all claims. The following table presents contingent liabilities by current and noncurrent portions as of June 30, 2026 and September 30, 2025:

(in millions)	June 30, 2026	September 30, 2025
Current / noncurrent portions of contingent liabilities:		
Current portion[1]	$ 234	$ 299
Noncurrent portion[2]	214	153
Total contingent liabilities	**$ 448**	**$ 452**

[1] Included within *Payables and accrued expenses* in the accompanying unaudited *Balance Sheets*.

[2] Included within *Other noncurrent liabilities* in the accompanying unaudited *Balance Sheets*.

Reasonably Possible Contingencies

We do not accrue for contingencies which we deem reasonably possible, but not probable, of an unfavorable outcome. These ranged in amount from $375 million to $1.2 billion at June 30, 2026 and $225 million to $1.1 billion at September 30, 2025.

NOTE 9 - RETIREMENT PLANS

The majority of career employees participate in one of two U.S. government defined benefit pension programs, CSRS and FERS, which are administered by OPM. Associated costs include the FERS normal costs, which are contributions based on a percentage of active employees' basic pay, and the CSRS and FERS amortization costs to fund the remaining unfunded liabilities. These costs are recorded in *Retirement benefits* in the accompanying unaudited *Statement of Operations*.

Employees who participate in FERS are eligible to receive matching retirement contributions to the TSP, a defined contribution plan. Employees who participate in FERS and certain employees who participate in CSRS are also eligible to receive Social Security benefits upon retirement. We contribute at standard Social Security tax rates for these employees. These TSP and Social Security costs are recorded in *Compensation and benefits* in the accompanying unaudited *Statement of Operations*.

Based on updated information provided by OPM, we have estimated our annual payments due by September 30, 2026 will be $3.3 billion and $2.3 billion for the CSRS amortization and FERS amortization, respectively. We expect to receive the invoice from OPM for the actual amounts due by September 30, 2026 during the fourth quarter of 2026, and this invoice may differ from the estimated projections and calculations due to further changes in experience and/or actuarial assumptions as of the calculation date.

The following table presents the retirement benefits expense for the three and nine months ended June 30, 2026 and 2025:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	2026	2025	2026	2025
FERS normal costs	$ 1,316	$ 1,242	$ 3,910	$ 3,712
CSRS unfunded retirement benefits amortization[1]	825	700	2,475	2,400
FERS unfunded retirement benefits amortization[2]	575	450	1,725	1,650
Total retirement benefits	**$ 2,716**	**$ 2,392**	**$ 8,110**	**$ 7,762**

[1] Expense for the accrual for the annual payment due to OPM by September 30 of the respective fiscal year, to amortize the unfunded CSRS retirement obligation. Payments are to be made through 2043 based on the OPM invoices.

[2] Expense for the accrual for the annual payment due to OPM by September 30 of the respective fiscal year, to amortize the unfunded FERS retirement obligation. Payments are to be made over a 30-year rolling period based on the OPM invoices.

For additional information, see *Part II, Item 8. Financial Statements and Supplementary Data*, *Notes to Financial Statements*, *Note 12 - Retirement Plans* in the 2025 Annual Report.

NOTE 10 - HEALTH BENEFITS PLANS

Since January 2025, the PSHB Program, a subset of the FEHB Program, covers nearly all career employees and certain pre-career employees and retirees who meet eligibility requirements. Separate from the PSHB, we offer our own healthcare plan to certain pre-career employees who are ineligible for PSHB.

Active Employees

Our employee health benefits expense, which includes the employer portion of Medicare taxes, is most significantly impacted by the number of employees electing coverage and the premium costs of the selected plans. Our employee health benefits expense was $1.5 billion and $1.4 billion for the three months ended June 30, 2026 and 2025, respectively. Our employee health benefits expense was $4.4 billion and $4.2 billion for the nine months ended June 30, 2026, and 2025, respectively. This expense is included within *Compensation and benefits* in the accompanying unaudited *Statements of Operations*.

Retirees

Retirees eligible to be covered by the PSHB Program are also required to enroll in Medicare, with certain limited exceptions. The PSRHBF, held by OPM, will pay for the employer portion of annuitant premiums until the fund is exhausted. Once exhausted, we will be required to pay the employer portion of the annuitant premiums on a pay-as-you-go method. While this is similar to the federal government’s funding of the employer portion of annuitant premiums, consistent with all our costs, we will be required to fund these payments primarily through the sale of postal products and services, rather than through appropriations.

Beginning in 2026 we are required to make annual top-up payments to the PSRHBF, based on the difference between annuitant premiums and net claims costs, but only in the event premium payments exceed the claims costs. In June 2026, OPM provided an invoice for the calculated annual top-up payment of $726 million. For the three and nine months ended June 30, 2026, the *Retiree health benefits* expense is $195 million and $545 million, respectively.

NOTE 11 - WORKERS' COMPENSATION

Our employees who are injured on the job are covered by the FECA, administered by the DOL’s OWCP, which makes most decisions regarding injured workers’ eligibility for benefits. We reimburse the DOL for all workers’ compensation benefits paid to or on behalf of our employees. We also pay the DOL an administrative fee for its services.

Workers' Compensation Liability

We record a liability for workers' compensation obligations for employees who have been injured on the job and are eligible for benefits or for their qualified survivors. We use an estimation model that utilizes generally accepted actuarial valuation techniques based on past claim-payment experience and exposure to claims as measured by total employee hours worked.

Changes in the liability are primarily attributable to the combined impacts of routine changes in actuarial assumptions, new compensation and medical cases, the progression of existing cases and changes in interest (discount) and inflation rates, including long-term COLA rates for compensation claims, and medical rates for medical claims. These rates are updated as of the balance sheet date and factored into the model.

To determine the liability each quarter, we first estimate the future total cost of workers' compensation claims based on the dates of claim-related injuries, frequency or severity of the injuries, the pattern of historical payments to beneficiaries, and the expected trend in future costs. We then calculate the amount that would need to be invested at current interest (discount) rates to fully fund the future total cost of claims, and this calculated present value is the recorded value of the workers' compensation liability.

In setting the discount rates, we use the current yield, as of the measurement date, on U.S. Treasury securities that are matched to the expected duration of both the medical and compensation payments. Expected inflation in compensation claim obligations is estimated using the consensus inflation forecast from the Federal Reserve Bank of Philadelphia Survey of Professional Forecasters. Expected inflation for future medical claim obligations is estimated using general industry trends, adjusted for an average rate of medical cost increases experienced by our workers' compensation claimants over the past five years.

This liability calculation is highly sensitive to changes in interest (discount) rates. For example, a 1% increase in the discount rate would decrease the June 30, 2026 liability and related expense by $1.4 billion. Likewise, a 1% decrease in the discount rate would increase the June 30, 2026 liability and related expense by $1.7 billion.

The following table details the applicable interest (discount) and inflation rates for compensation and medical claims, which are used to estimate the workers' compensation liability as of June 30, 2026 and September 30, 2025:

	June 30, 2026	September 30, 2025
Compensation claims liability:		
Interest (discount) rate	4.67%	4.41%
Long-term wage inflation rate	2.80%	2.80%
Medical claims liability:		
Interest (discount) rate	4.65%	4.39%
Medical inflation rate	12.00%	20.00%

As of June 30, 2026 and September 30, 2025, our total liability for workers' compensation was $16.7 billion and $17.4 billion, respectively. As of June 30, 2026 and September 30, 2025, the current portion of the liability was $1.7 billion and $1.7 billion, respectively, while the noncurrent portion of the liability was $15.0 billion and $15.7 billion, respectively, as reflected in the accompanying unaudited *Balance Sheets*.

Workers' Compensation Expense

The impacts of changes in discount rates and inflation rates, actuarial valuation of new cases, and revaluation of existing cases are components of total workers' compensation expense recorded in the accompanying unaudited *Statements of Operations*. In addition, we pay an administrative fee to the DOL, which is considered a component of workers' compensation expense.

The following table presents the components of workers' compensation expense for the three and nine months ended June 30, 2026 and 2025:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	**2026**	**2025**	**2026**	**2025**
Impact of discount rate changes	$ (162)	$ (141)	$ (414)	$ (794)
Actuarial revaluation of existing cases	10	349	(138)	1,367
Cost of new cases	434	491	1,409	1,335
Administrative fee	26	25	77	75
Total workers' compensation expense	**$ 308**	**$ 724**	**$ 934**	**$ 1,983**

For additional information, see *Part II, Item 8. Financial Statements and Supplementary Data*, *Notes to Financial Statements*, *Note 14 - Workers' Compensation* in the 2025 Annual Report.

NOTE 12 - LEASES

We hold lessee positions in real property leases as well as in leases embedded in service contracts involving rights to use transportation equipment and facilities.

Lease costs for operating leases for all non-cancellable leases are set forth below for the three and nine months ended June 30, 2026 and 2025:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	**2026**	**2025**	**2026**	**2025**
Operating lease cost	$ 375	$ 349	$ 1,106	$ 1,039
Variable lease cost	123	116	383	364
Short-term lease cost	26	61	138	165
Total lease cost	**$ 524**	**$ 526**	**$ 1,627**	**$ 1,568**

The following information represents supplemental cash and non-cash information as well as lease term and discount rate information for operating leases for the nine months ended June 30, 2026 and 2025:

	Nine Months Ended June 30,	
($ in millions)	**2026**	**2025**
Operating cash flows from operating leases	$ 1,084	$ 1,020
Right-of-use assets obtained in exchange for operating lease liabilities	$ 294	$ 98
Weighted-average remaining lease term - operating leases	6.13 years	5.87 years
Weighted-average discount rate - operating leases	3.93 %	3.47 %

For additional information, see *Part II, Item 8. Financial Statements and Supplementary Data*, *Notes to Financial Statements*, *Note 15 - Leases* in the 2025 Annual Report.

NOTE 13 - FAIR VALUE MEASUREMENT

The carrying amounts of certain current assets and liabilities, including cash and cash equivalents, restricted cash, accounts receivable, accounts payable and accrued expenses, approximate fair value due to their short-term nature. Assets within *Property and equipment, net* are recorded at cost and measured at fair value on a nonrecurring basis if they are determined to be impaired or classified as assets held for sale.

Noncurrent receivables and long-term debt are disclosed at fair value using inputs of the fair value hierarchy model. This model prioritizes observable and unobservable inputs, which are used to measure fair value, and consists of three broad levels, as defined in authoritative literature.

The carrying amount and fair value of the revenue forgone installment receivable and long-term debt are presented for disclosure purposes only in the following table:

		June 30, 2026		September 30, 2025	
(in millions)	**Fair value level**	**Carrying Amount**	**Fair Value**	**Carrying Amount**	**Fair Value**
Revenue forgone installment receivable[1]	Level 2	$ 569	$ 456	$ 558	$ 451
Long-term debt[2]	Level 3	$ 14,300	$ 13,900	$ 14,300	$ 14,039

[1] The carrying amount is included within *Other assets* in the accompanying unaudited *Balance Sheets*. See *Note 5 - Related Parties* for additional information.

[2] The fair value amount reflects the premium or discount associated with prepayment of all debt based on prevailing interest rates plus any prepayment penalties, as applicable.

NOTE 14 - SEGMENT INFORMATION

Our operations are organized into one operating segment. Our CODM is the PMG and CEO, who reviews our financial information routinely, and at least monthly. The CODM evaluates the financial performance of the operating segment and allocates resources within the terms of our collective bargaining agreements and based on assessments of operating revenue, compensation and benefits expenses, transportation expenses, and net loss.

The following table presents selected information and significant expense categories included in our reported measure of segment profitability for the three and nine months ended June 30, 2026 and 2025:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	**2026**	**2025**	**2026**	**2025**
Revenue	$ 19,950	$ 18,882	$ 62,358	$ 61,125
Less:				
Compensation and benefits	13,754	13,625	42,203	42,023
Transportation	2,138	2,064	6,422	6,291
Other segment items*	6,560	6,325	19,436	19,219
Plus:				
Interest (expense) income, net	(12)	56	(20)	184
Segment net loss	**$ (2,514)**	**$ (3,076)**	**$ (5,723)**	**$ (6,224)**

* Other segment items include: certain unfunded retirement benefits amortization expenses, retiree health benefits top-up expenses, workers' compensation expenses (benefits), supplies and services, depreciation and amortization, rent and utilities, vehicle maintenance service, delivery vehicle fuel, information technology and communications, rural carrier equipment maintenance, and miscellaneous other.

See the accompanying unaudited *Statements of Operations* for other financial information regarding our operating segment.

ITEM 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

CAUTIONARY STATEMENTS

The following *Management's Discussion and Analysis of Financial Condition and Results of Operations* and other parts of this report describe the principal factors affecting the financial results, liquidity, capital resources, and critical accounting estimates of the United States Postal Service ("Postal Service," "USPS," "we," "our," and "us"). Our results of operations may be impacted by risks and uncertainties discussed here and in our Annual Report for the year ended September 30, 2025, filed with the PRC on November 14, 2025. Such factors, many of which we cannot control or influence, may cause actual results to differ materially from those currently contemplated.

Our operating results for the three and nine months ended June 30, 2026 are presented in accordance with accounting principles generally accepted in the U.S. These results are not necessarily indicative of the results to be expected for the year ending September 30, 2026 and should be read in conjunction with our 2025 Annual Report. All references to years in this report, unless otherwise stated, refer to fiscal years beginning October 1 and ending September 30. All references to quarters, unless otherwise stated, refer to quarters within fiscal years 2026 and 2025.

Forward-looking statements contained in this report represent our best estimates of known and anticipated trends believed relevant to future operations. However, actual results may differ significantly from current estimates. Certain forward-looking statements included in this report use such words as "may," "will," "could," "expect," "believe," "plan," "estimate," "project," or other similar terminology. These forward-looking statements, which involve a number of risks and uncertainties, reflect current expectations regarding future events and operating performance as of the date of this report. See *Part I, Item 1A. Risk Factors* in our 2025 Annual Report for additional discussion on the risks and uncertainties that the Postal Service may face. We have no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events, or for any other reason.

OVERVIEW

As an independent establishment of the Executive Branch of the U.S. government, we have a unique mission to:

- Serve the American people and, through the universal service mission, bind our nation together by maintaining and operating our unique, vital, and resilient infrastructure;
- Provide trusted, safe, and secure communications and services between the U.S. government and the American people, businesses and their customers, and the American people with each other; and
- Serve all areas of our nation, making full use of evolving technologies.

We will carry out this mission by remaining an integral part of the U.S. government and providing all Americans with universal and open access to our unrivaled delivery and retail network; using technology, innovation and, where appropriate, private-sector partnerships to meet our customers' changing needs; operating in a modern, precise, efficient, and effective manner; and remaining an employer of choice, including attracting and retaining high-quality employees.

We serve consumer and commercial customers in the U.S., as well as internationally. Our operations include an extensive and integrated retail, processing, distribution, transportation, and delivery network, and we operate throughout the U.S., including its possessions and territories. We do not operate in segments; we report our performance as a single business.

The PAEA, classifies our products into two broad categories: Market Dominant and Competitive "products." However, we use the term "services" in this document for consistency with other descriptions of services offered. Legal and regulatory restrictions on Market Dominant pricing, service diversification, and operations currently restrict our ability to cover the costs we incur to provide prompt, reliable, and efficient postal services to the nation. Additionally, the statutes under which we operate establish certain mandated costs that affect our financial results, including obligations for retirement pension benefits within CSRS and FERS. We must coordinate with OPM to address these obligations.

While legal restrictions on pricing, service diversification, and operations currently restrict our ability to cover our costs to provide prompt, reliable, and efficient postal services to the nation, we continue to implement initiatives that are expected to drive revenue by capitalizing on innovation, technology, customer and consumer insights, and data management. This includes strengthening the value of mail through the continued enhancement of *Informed Delivery,* which enables customers to digitally preview mail and manage package delivery and adds digital marketing capabilities to the printed mail piece, and by adhering to the commitment to meet evolving business needs which aims to drive package growth by broadening network access to businesses of all sizes.

DELIVERING FOR AMERICA

On September 30, 2024, we published *Delivering for America 2.0 - Fulfilling the Promise ("Delivering for America"),* which updates our *Delivering for America* plan that was first published in March 2021. This updated plan revisits and re-examines the factors contributing to the development of our original ten-year transformation and modernization plan, describes the significant progress made over the past five years, and summarizes the evolution of our major strategies that are now driving the organization forward to financial stability and sustained service excellence. (*https://about.usps.com/what/strategic-plans/delivering-for-america/assets/dfa-2-0-fulfilling-the-promise-2024.pdf*).

Our comprehensive plan, as updated, endeavors to deliver:

- A modernized Postal Service capable of providing world class service reliability at affordable prices;
- Maintenance of universal six-day mail delivery and expanded seven-day package delivery across an integrated network;
- Workforce stability and investment strategies that empower, equip, and engage each employee and put them in the best possible position to succeed;
- Innovation that grows revenue and meets changing marketplace needs; and
- Financial sustainability to fund our universal service mission.

We continue to execute on the *Delivering for America* strategies, which include the full integration of our mail and package processing, transportation, and delivery network. This strategic focus is aimed at reducing costs, enhancing reliability, shoring up our capabilities to effectively deliver mail and packages, and growing our market share in the package delivery sector. As we accomplish our goals and demonstrate our ability to attain the service, operational, and revenue targets we seek, we will also pursue administrative and legislative actions from Congress to remedy the financial and regulatory burdens that negatively impact the full achievement of our legislated business model. These include: raising the statutory debt ceiling, realigning retiree pension benefit funding rules for CSRS benefits, diversification of pension assets, and reforming workers' compensation administration.

In December 2025, we filed a pair of petitions for rulemaking with our regulator, the PRC. One petition was to modify the Market Dominant ratemaking system through the elimination of the price cap and adoption of a regulatory monitoring ratemaking system in order to achieve the objectives of forging a sustainable path to financial stability. The other petition was to repeal the minimum remittance payment on retiree pension benefit amortization payments required by our retirement-based rate authority. For additional information on these petitions and their status see *Item 2. Management Discussion and Analysis, Results of Operations, Regulatory Matters.*

RESULTS OF OPERATIONS

SUMMARY

Major factors that impacted our operating results for the three and nine months ended June 30, 2026 include overall customer demand, the mix of postal products/services and the pricing and contribution associated with those products/services, the volume of mail and packages processed through our network, our ability to manage our cost structure in line with secularly declining levels of mail volume, increased competition in the more labor-intensive Shipping and Packages business, and an increasing number of delivery points.

Three Months Ended June 30, 2026

Our operating revenue for the three months ended June 30, 2026 increased $1.1 billion, or 6.1%, compared to the same period last year. As more fully described below in *Operating Revenue and Volume*, this increase was largely due to price increases in our *First-Class Mail* and *Marketing Mail* categories and a transportation-related, time-limited price increase implemented on April 26, 2026, for certain offerings in the Shipping and Packages category. These increases were partially offset by declining volumes in the *First-Class Mail* and Shipping and Packages categories during the three-month period.

Our operating expenses for the three months ended June 30, 2026 increased $438 million, or 2.0%, compared to the same period last year. As more fully described below in *Operating Expenses*, this increase was primarily due to the accrued retiree health benefits top-up expenses, higher compensation and benefits expenses, and the impacts of rising fuel costs that led to higher transportation expenses and higher other operating expenses, partially offset by the impact of actuarial revaluation of existing workers' compensation cases.

Overall, we reported a net loss of $2.5 billion for the three months ended June 30, 2026, compared to a net loss of $3.1 billion for the same period last year.

Nine Months Ended June 30, 2026

Our operating revenue for the nine months ended June 30, 2026 increased $1.3 billion, or 2.2%, compared to the same period last year. As more fully described below in *Operating Revenue and Volume*, this increase was largely due to price increases in our *First-Class Mail* and *Marketing Mail* categories and a transportation-related, time-limited price increase implemented on April 26, 2026, for certain offerings in the Shipping and Packages category. These increases were partially offset by declining volumes in the *First-Class Mail, Marketing Mail,* and Shipping and Packages categories during the nine-month period.

Our operating expenses for the nine months ended June 30, 2026 increased $528 million, or 0.8%, compared to the same period last year. As more fully described below in *Operating Expenses*, this increase was primarily due to the accrued retiree health benefits top-up expenses, higher compensation and benefits expenses, and the impacts of rising fuel costs that led to higher transportation expenses and higher other operating expenses, partially offset by the impact of discount rates on workers' compensation costs and the actuarial revaluation of existing workers' compensation cases.

Overall, we reported a net loss of $5.7 billion for the nine months ended June 30, 2026, compared to a net loss of $6.2 billion for the same period last year.

Non-GAAP Measures

In the day-to-day operation of our business, we focus on costs that can be managed in the course of normal business operations, such as salaries and transportation. We use various non-GAAP measures to help us better manage our business. However, these non-GAAP measures should not be considered a substitute for net loss and other GAAP reporting measures.

We calculate controllable loss, a non-GAAP measure, by excluding the accrued retiree health benefits top-up expense and the workers' compensation non-cash (benefit) expense driven by valuation of new claims and actuarial revaluation of existing claims and discount rate changes, which can fluctuate significantly and over which we have no control. We also exclude the amortization of unfunded pension liabilities. The variance in these expenses depends primarily on factors over which we have no control, such as changes in projected discount rates and inflation.

The following table reconciles our GAAP net loss to our non-GAAP financial measures for the three and nine months ended June 30, 2026 and 2025:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	**2026**	**2025**	**2026**	**2025**
Net loss	**$ (2,514)**	**$ (3,076)**	**$ (5,723)**	**$ (6,224)**
Retiree health benefits top-up expense[1]	195	—	545	—
Workers' compensation non-cash (benefit) expense[2]	(119)	304	(353)	674
CSRS unfunded liability amortization expense[3]	825	700	2,475	2,400
FERS unfunded liability amortization expense[4]	575	450	1,725	1,650
Controllable loss	**$ (1,038)**	**$ (1,622)**	**$ (1,331)**	**$ (1,500)**

[1] Expense for the accrual for the annual PSRHBF top-up payment due to OPM by September 30 of the respective fiscal year. OPM has provided an invoice for the top-up payment due in 2026 of $726 million.

[2] Represents workers' compensation non-cash (benefit) expense resulting from fluctuations in discount rates, changes in assumptions, valuation of new claims, revaluation of existing claims, and the administrative fee paid to DOL, less current year claim payments.

[3] Expense for the accrual for the annual payment due to OPM by September 30 of the respective fiscal year, to amortize the unfunded CSRS retirement obligation. Payments are to be made through 2043 based on the OPM invoices.

[4] Expense for the accrual for the annual payment due to OPM by September 30 of the respective fiscal year, to amortize the unfunded FERS retirement obligation. Payments are to be made over a 30-year rolling period based on the OPM invoices.

Our controllable loss for the three months ended June 30, 2026, decreased $584 million compared to the same period last year. The decrease was driven by the $1.1 billion increase in operating revenue, partially offset by an increase in other operating expenses of $132 million, an increase in compensation and benefits expense of $129 million, a decrease in interest and investment income of $79 million, and an increase in transportation expense of $74 million.

Our controllable loss for the nine months ended June 30, 2026, decreased $169 million compared to the same period last year. The decrease was driven by the $1.3 billion increase in operating revenue, partially offset by the higher other operating expenses of $373 million largely associated with depreciation on recent property, plant and equipment investments, a decrease in interest and investment income of $246 million, an increase in compensation and benefits expense of $180 million, and an increase in transportation expense of $131 million.

These items are discussed in greater detail in *Operating Revenue and Volume* and *Operating Expenses* below.

OPERATING REVENUE AND VOLUME

We generate the vast majority of our revenue through the sale of products and services associated with the processing and delivery of various types of mail and packages, both domestically and internationally. We continue to optimize pricing strategies and effectively use our pricing authority to drive revenue growth, as outlined in the *Delivering for America* plan.

Although we operate as a single segment, we monitor and report revenue by mail classes, products, and shapes. We use the following broad service categories to describe and report on our performance: *First-Class Mail*, *Marketing Mail*, Shipping and Packages, *International Mail*, *Periodicals*, and other services. Additional information on these service categories can be found in *Part I, Item 1. Business, Services* and *Part II, Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations, Results of Operations, Operating Revenue and Volume* in our 2025 Annual Report.

The following table summarizes our operating revenue and volume for the three and nine months ended June 30, 2026 and 2025 by each service category:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	**2026**	**2025**	**2026**	**2025**
Operating Revenue:				
First-Class Mail	$ 6,133	$ 5,878	$ 19,853	$ 19,560
Marketing Mail[1]	4,018	3,578	12,354	11,830
Shipping and Packages[2]	8,250	7,662	25,643	24,730
International	229	295	719	1,014
Periodicals	201	210	628	666
Other[3]	1,109	1,174	3,145	3,200
Total operating revenue	**$ 19,940**	**$ 18,797**	**$ 62,342**	**$ 61,000**
Volume:				
First-Class Mail	9,460	9,803	30,537	32,272
Marketing Mail[1]	13,782	13,208	41,850	43,215
Shipping and Packages[2]	1,554	1,609	4,890	5,214
International	43	56	145	203
Periodicals	519	587	1,617	1,868
Other[4]	69	65	306	319
Total volume	**25,427**	**25,328**	**79,345**	**83,091**

Note: Prior period amounts for certain service categories include reclassifications of amounts amongst service categories to conform to current period presentation. These reclassifications are immaterial for each affected category and have no effect on total operating revenue for the period. These reclassifications are required by Postal Service regulatory requirements and are included in this document for consistency amongst publicly available information.

[1] Excludes *Marketing Mail Parcels*.

[2] Includes *USPS Ground Advantage, Parcel Select Mail, Parcel Return Service Mail, Marketing Mail Parcels, Priority Mail, Priority Mail Express* and *Package Service Mail*.

[3] Includes revenue (other than the related postage) associated with COVID-19 test distribution, *PO Box* and Caller services, *Certified Mail*, Return Receipts, Insurance, Other Ancillary Services, Shipping and Mailing Supplies, Collect on Delivery, Registered Mail, Stamped Envelopes and Cards, Money Orders and other services.

[4] Includes Postal Service internal mail and free mail provided to certain congressionally mandated groups.

Revenue for the three and nine months ended June 30, 2026, was impacted by the following pricing changes when comparing to the three and nine months ended June 30, 2025, respectively:

- From October 6, 2024 through January 19, 2025, we implemented time-limited 2024 peak season price increases for certain commercial and retail package services. This time-limited temporary price adjustment was to help cover extra handling costs to ensure a successful peak season. The peak season pricing only affected prices on *Priority Mail Express*, *Priority Mail* and *USPS Ground Advantage*;
- On January 19, 2025, we increased published prices for certain Competitive service sub-categories. Published prices for shipping services increased by an average of 3.2% for *Priority Mail* and *Priority Mail Express*, 3.9% for *USPS Ground Advantage* and 9.2% for *Parcel Select;*
- On July 13, 2025, we increased prices for certain Market Dominant services by an average of 7.4%;
- On July 13, 2025, we also increased published prices for certain Competitive service sub-categories. Published prices for shipping services increased by an average of 6.3% for *Priority Mail*, 7.1% for *USPS Ground Advantage* and 7.6% for *Parcel Select*;
- From October 5, 2025 through January 18, 2026, we implemented time-limited 2025 peak season price increases for certain commercial and retail package services. This time-limited temporary price adjustment was to help cover extra handling costs to ensure a successful peak season. The peak season pricing only affected prices on *Priority Mail Express*, *Priority Mail, USPS Ground Advantage* and *Parcel Select;*

- On January 18, 2026, we increased published prices for certain Competitive service sub-categories. Published prices for shipping services increased by an average of 6.6% for *Priority Mail*, 5.1% for *Priority Mail Express*, 7.8% for *USPS Ground Advantage* and 6.0% for *Parcel Select*; and
- On April 26, 2026, we implemented a time-limited price change for certain commercial and retail package services to better reflect market conditions regarding the costs of transportation. The 8.0% price increase affects base postage prices on *Priority Mail Express*, *Priority Mail, USPS Ground Advantage* and *Parcel Select* through January 17, 2027.

On July 12, 2026, we increased prices for certain Market Dominant services, including a 4.8% average price increase for all mailing services products and 6.8% increase for *Periodicals*.

On July 12, 2026, we also adjusted prices for certain domestic Competitive package and service offerings. Changes include, but are not limited to, elimination of ounce-based rate differentiation for published *USPS Ground Advantage* prices, which will not impact customers that have negotiated commercial rates for *USPS Ground Advantage*; and a competitive *PO Box* price increase of 3.0%. We are also introducing *Addresses API*, a new Address Management System offering, and will align the divisor for dimensional weight pieces to industry standards for *Priority Mail Express*, *Priority Mail*, *USPS Ground Advantage*, and *Parcel Select*.

Our revenue growth is constrained by competition, electronic media, laws and regulations restricting the types of products and services we may offer to our customers, the prices we charge them, and the speed with which we can bring new services to market.

Although revenue and volume are generally linked to the strength of the U.S. economy and changes in how our customers use mail and packages, we have proactively targeted opportunities to grow our business. We continue to focus on our customers' needs and have increased our marketing investment in mail and package innovation.

First-Class Mail

For the three months ended June 30, 2026, *First-Class Mail* revenue increased $255 million, or 4.3%, on a volume decline of 343 million pieces, or 3.5%, compared to the same period last year. For the nine months ended June 30, 2026, *First-Class Mail* revenue increased $293 million, or 1.5%, on a volume decline of 1.7 billion pieces, or 5.4%, compared to the same period last year. Revenue increased for the three-month and nine-month periods due to the price increases, partially offset by the volume decline. The most significant factor contributing to the declining trend in *First-Class Mail* volume is the on-going migration from mail to electronic communications and transactions.

Marketing Mail

For the three months ended June 30, 2026*, Marketing Mail* revenue increased $440 million, or 12.3%, on a volume increase of 574 million pieces, or 4.3%, compared to the same period last year. For the nine months ended June 30, 2026*, Marketing Mail* revenue increased $524 million, or 4.4%, on a volume decrease of nearly 1.4 billion pieces, or 3.2%, compared to the same period last year.

For the three months ended June 30, 2026, our revenue and volume from political and election mail, a component of *Marketing Mail,* was $216 million and 648 million pieces, respectively, increases of $179 million and 521 million pieces, respectively, compared to the same period last year. For the nine months ended June 30, 2026, our revenue and volume from political and election mail, a component of *Marketing Mail,* was $392 million and 1.2 billion pieces, respectively, decreases of $133 million and 844 million pieces, respectively, compared to the same period last year. These increases and decreases are due to the cyclical nature of these mailings and the effects associated with the 2024 general election during the first quarter of the prior year which is reflected in the comparative nine-month results and the run-up to the mid-term elections reflected in the current year.

Marketing Mail has been challenged by commercial mailers' increasing use of digital and mobile advertising, which was initially accelerated by the pandemic, and a higher inflationary environment affecting print media production costs. Nevertheless, this category has generally proven to be a resilient marketing channel, and its value to U.S. businesses remains strong due to healthy customer returns on investment and better data and technology integration.

Shipping and Packages

Our Shipping and Packages business is subject to intense competition. In-sourcing from our major customers, major e-commerce retailers, and other competitors continues to grow. Our ability to remain competitive and maintain or grow our shipping services market share significantly impacts both revenue and volume.

The results for our Shipping and Packages category for the three and nine months ended June 30, 2026 and 2025 generally reflect both our efforts and challenges to compete in shipping services, including "last-mile" e-commerce fulfillment markets and Sunday delivery, as well as end-to-end markets, driven by consumers' continued use of online shopping.

The following table summarizes our operating revenue and volume for Shipping and Packages for the three and nine months ended June 30, 2026 and 2025, by each service subcategory:

(in millions)	Three Months Ended June 30,		Nine Months Ended June 30,	
	2026	**2025**	**2026**	**2025**
Shipping and Packages Revenue:				
USPS Ground Advantage	$ 4,645	$ 4,053	$ 14,551	$ 12,069
Parcel Services[1]	2,016	1,945	6,040	7,109
Priority Mail Services[2]	1,350	1,458	4,289	4,867
Package Services	239	206	763	685
Total Shipping and Packages revenue	**$ 8,250**	**$ 7,662**	**$ 25,643**	**$ 24,730**
Shipping and Packages Volume:				
USPS Ground Advantage	785	767	2,449	2,159
Parcel Services[1]	580	630	1,827	2,337
Priority Mail Services[2]	101	127	325	417
Package Services	88	85	289	301
Total Shipping and Packages volume	**1,554**	**1,609**	**4,890**	**5,214**

[1] Includes *Parcel Select*, *Parcel Return*, and *Marketing Mail Parcels*.

[2] Includes *Priority Mail and Priority Mail Express.*

For the three months ended June 30, 2026, Shipping and Packages revenue increased $588 million, or 7.7%, while volume decreased 55 million pieces, or 3.4%, compared to the same period last year. For the nine months ended June 30, 2026, Shipping and Packages revenue increased $913 million, or 3.7%, while volume decreased 324 million pieces, or 6.2%, compared to the same period last year. The impact of the transportation-related, time-limited price increase implemented on April 26, 2026, for certain offerings contributed to the revenue increases in both the three-month and nine-month periods.

Each of the services within the Shipping and Packages category has its own unique opportunities and challenges:

- *USPS Ground Advantage* anchors our shipping portfolio, and our focus is to consistently enhance the product to maximize its value, to thereby ensure long-term growth and customer utilization. For the three and nine months ended June 30, 2026, *USPS Ground Advantage* revenue increased 14.6% and 20.6%, and volume increased 2.3% and 13.4%, compared to the same periods last year;
- Our Parcel Services sub-category is an economical ground delivery service for packages entered in bulk, including those entered at destination facilities. It is designed for and generally used by large- and medium-sized parcel shippers, although we are undertaking efforts to expand its use. This is our lowest-priced Shipping and Packages service. For the three months ended June 30, 2026, Parcel Services revenue increased 3.7% and volume decreased 7.9%, compared to the same period last year.

For the nine months ended June 30, 2026, revenue and volume decreased 15.0% and 21.8%, respectively, compared to the same period last year;

- Our Priority Mail Services sub-category can be more price sensitive than other services and it continues to face intense competition from more affordable products with slower delivery standards and an industry-wide trend away from expedited products. For the three and nine months ended June 30, 2026, Priority Mail Services revenue decreased 7.4% and 11.9%, and volume decreased 20.5% and 22.1%, compared to the same periods last year; and
- Our Package Services sub-category is the only Market Dominant service within Shipping and Packages. As such, this service has historically followed trends more similar to our other Market Dominant products. For the three months ended June 30, 2026, Package Services revenue and volume increased 16.0% and 3.5%, respectively, compared to the same period last year. For the nine months ended June 30, 2026, revenue increased 11.4% and volume decreased 4.0%, compared to the same period last year.

International Mail

For the three months ended June 30, 2026, international mail and package revenue decreased 22.4%, on a volume decline of 23.2%, compared to the same period last year. For the nine months ended June 30, 2026, international mail and package revenue decreased 29.1%, on a volume decline of 28.6%, compared to the same period last year. The decline in revenue and volume was due to various competitive pricing, geopolitical, and economic factors.

Periodicals

For the three months ended June 30, 2026*, Periodicals* revenue decreased 4.3%, on a volume decline of 11.6%, compared to the same period last year. For the nine months ended June 30, 2026*, Periodicals* revenue decreased 5.7%, on a volume decline of 13.4%, compared to the same period last year. The declining volume is consistent with the systemic decline related to the decade-long trend away from hard-copy reading behavior and the shift of advertising away from print. We expect the *Periodicals* category to continue to decline as electronic content has gained a significant portion of this market share.

OPERATING EXPENSES

In an effort to align our resources with anticipated future mail and package volume, we continue to aggressively manage operating expenses under management's control.

We originally designed our mail processing and distribution network to provide delivery service of *First-Class Mail* within specified delivery areas for a much higher volume of mail than we are required to process and deliver today, and the network's legacy capabilities are not well aligned to today's mail and package mix and volume. Consequently, certain of our processing and distribution facilities and our transportation continue to operate at less than full capacity, although we are in the process of realigning our processing and transportation networks to increase use of this capacity. Our challenge to contain costs is also compounded by the increasing number of delivery points, which drives up delivery costs. When combined with lower mail volume, this has resulted in a drop in the average number of pieces delivered per delivery point per day from 5.5 pieces in 2007 to 2.4 pieces in 2025, a decline of 57%.

Compensation and Benefits

Compensation and benefits, our largest operating expense category, is significantly impacted by the terms of our collective bargaining agreements. As of June 30, 2026, 91% of our employees are covered by collective bargaining agreements. For additional information, see *Item 1. Financial Statements, Notes to Unaudited Financial Statements, Note 8 - Commitments and Contingencies* in this document and *Part I, Item 1. Business, Employees* and *Part II, Item 8. Financial Statements and Supplementary Data*, *Notes to Financial Statements*, *Note 11 - Commitments and Contingencies* in our 2025 Annual Report.

Our compensation and benefits expense consists of costs related to our active career and pre-career employees other than retirement costs associated with U.S. government defined benefit pension programs and retiree health benefits costs, which are further discussed in *Retirement Benefits* and *Retiree Health Benefits*, respectively.

The following table presents compensation and benefits expense for the three and nine months ended June 30, 2026 and 2025:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	**2026**	**2025**	**2026**	**2025**
Compensation	$ 11,060	$ 11,070	$ 34,217	$ 34,186
Employee health benefits	1,490	1,406	4,396	4,242
Social Security	661	642	2,027	1,956
Thrift Savings Plan	443	412	1,275	1,192
Other	100	95	288	447
Total compensation and benefits	**$ 13,754**	**$ 13,625**	**$ 42,203**	**$ 42,023**

Overall, our compensation and benefits expense increased 0.9% and 0.4% for the three and nine months ended June 30, 2026, respectively, compared to the same periods last year, due to COLA increases to contractual wages and increased headcount, partially offset by a reduction in overtime work hours and the costs associated with the voluntary early retirement incentive in the prior year that do not recur in 2026.

Work Hours

Work hours are a significant component of compensation expense. We are committed to minimizing costs by using the appropriate mix of work hours based on the complement and the assessment of relative cost for each work hour type.

For the three months ended June 30, 2026, total work hours were 274 million, a decrease of 4 million hours compared to the same period last year, with 6 million fewer overtime hours partially offset by 2 million more straight time hours. For the nine months ended June 30, 2026, total work hours were 839 million, a decrease of 14 million hours, or 1.6%, compared to the same period last year which had one less delivery day. The work hour decrease was driven by 16 million fewer overtime hours partially offset by 2 million more straight time hours.

Workforce Composition

The number of career employees at June 30, 2026 was 537,500, an increase of 8,500 employees, or 1.6%, compared to the same date a year ago.

The number of pre-career employees at June 30, 2026 was 98,500, an increase of 4,000 employees, or 4.2%, compared to the same date a year ago.

Retirement Benefits

We participate in CSRS and FERS, federal employee defined pension benefit programs administered by OPM. Our retirement benefits expense includes statutorily required contributions to amortize the unfunded portion of these programs and FERS normal costs, which is a percentage of basic pay for our active employees, as established by OPM.

For the three and nine months ended June 30, 2026, our retirement benefits expense increased 13.5% and 4.5%, respectively, compared to the same periods last year. In June 2025, OPM’s Board of Actuaries modified certain actuarial assumptions which lowered the estimated annual payments for the CSRS and FERS unfunded retirement benefits amortization for that year, resulting in a smaller expense accrual for the three months ended June 30, 2025. Since the 2026 estimates for the same annual amortizations increased, the retirement benefits expense increase is more significant in the three-month period, as compared to the same period last year when the actuarial assumptions were lowered.

For additional information, see *Item 1. Financial Statements, Notes to Unaudited Financial Statements, Note 9 - Retirement Plans*, in this document and *Part II, Item 8. Financial Statements and Supplementary Data, and Supplementary Data*, *Notes to Financial Statements*, *Note 12 - Retirement Plans* in our 2025 Annual Report.

Retiree Health Benefits
We participate in federal employee benefit programs for retiree health benefits. The PSRHBF will continue to pay the employer portion of annuitant premiums for our annuitants until the fund is exhausted. Once exhausted, we will be required to pay the employer portion of annuitant premiums on a pay-as-you-go method. While this is similar to the federal government’s funding of the employer portion of annuitant premiums, consistent with all our costs, we will be required to fund these payments primarily through the sale of postal products and services, rather than through appropriations.

Beginning in 2026, we are required to make annual top-up payments to the PSRHBF, based on the difference between annuitant premiums and net claims costs, but only in the event premium payments exceed the claims costs. In June 2026, OPM provided an invoice for the calculated annual top-up payment of $726 million. For the three and nine months ended June 30, 2026, the *Retiree health benefit* expense is $195 million and $545 million, respectively.

For additional information, see *Item 1. Financial Statements*, *Notes to Unaudited Financial Statements*, *Note 10 - Health Benefits Plans*, *Retirees.*

Workers’ Compensation
Our employees injured on the job are covered by the FECA, administered by the DOL’s OWCP, as described in our 2025 Annual Report.

On a daily basis we focus on costs that can be managed in the course of normal business operations. Certain aspects of workers’ compensation can be managed through human resource initiatives, safety measures and training. Other workers’ compensation costs cannot be managed in the course of normal business operations and are less predictable, including expenses caused by actuarial revaluation and discount rate changes. We subtract the cash payments made by the DOL on behalf of workers' compensation obligations, which are relatively predictable, from total workers' compensation expense in order to determine the non-cash component of workers' compensation expense, a non-GAAP financial measure.

The following table presents the components of workers’ compensation expense, including the cash payments made by the DOL on behalf of our employees for workers’ compensation obligations, for the three and nine months ended June 30, 2026 and 2025:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	**2026**	**2025**	**2026**	**2025**
Impact of discount rate changes	$ (162)	(141)	$ (414)	$ (794)
Actuarial revaluation of existing cases	10	349	(138)	1,367
Cost of new cases	434	491	1,409	1,335
Administrative fee	26	25	77	75
Total workers’ compensation expense	**$ 308**	**$ 724**	**$ 934**	**$ 1,983**
Less cash payments made by the DOL on behalf of workers’ compensation obligations	(427)	(420)	(1,287)	(1,309)
Total workers’ compensation non-cash (benefit) expense	**$ (119)**	**$ 304**	**$ (353)**	**$ 674**

For the three and nine months ended June 30, 2026, the portion of workers’ compensation expense driven by discount rate changes decreased $21 million and increased $380 million, respectively, compared to the same periods last year.

The combined costs of new workers’ compensation cases and revaluation of existing workers’ compensation cases decreased $396 million and $1.4 billion for the three and nine months ended June 30, 2026, respectively, compared to the same periods last year. Changes in actuarial valuation are primarily attributable to the combined impacts of routine changes in actuarial estimation, the progression of existing cases, and updated COLA assumptions, which are largely outside of management's control.

For additional information, see *Item 1. Financial Statements*, *Notes to Unaudited Financial Statements*, *Note 11 - Workers' Compensation* in this document and *Part II, Item 8. Financial Statements and Supplementary Data*, *Notes to Financial Statements*, *Note 14 - Workers' Compensation* in our 2025 Annual Report.

Transportation

Transportation expense includes the costs we incur to transport mail and packages between facilities, comprising highway, air, and international transportation contracts, plus contract delivery services. We rely on third-parties under highway contract routes for the significant majority of long-haul transportation services between facilities. Furthermore, we do not own or operate aircraft, and we rely on third parties for the air transportation service required to deliver our mail and packages to various destinations within the U.S. and abroad.

With the exception of contract delivery services, our costs to deliver mail and other products to end delivery points are not included within *Transportation* but in *Compensation and benefits* for employee costs and in *Other operating expenses* for fuel, vehicle maintenance and repair, and other costs in the accompanying unaudited *Statements of Operations.* Furthermore, transportation expense does not include the compensation and related costs of employees responsible for transporting mail and packages between closely located facilities.

Variations in the volume and weight of mail and packages transported, the mode of transportation used, and fuel prices have significant impacts on transportation expense.

Overall, transportation expense increased 3.6% and 2.1% for the three and nine months ended June 30, 2026, respectively, compared to the same periods last year. The components of transportation expense for the three and nine months ended June 30, 2026 and 2025 are presented in the following table:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	**2026**	**2025**	**2026**	**2025**
Highway	$ 1,564	$ 1,503	$ 4,711	$ 4,575
Air	509	486	1,503	1,471
International	52	56	161	194
Other	13	19	47	51
Total transportation expense	**$ 2,138**	**$ 2,064**	**$ 6,422**	**$ 6,291**

Highway transportation expense increased 4.1% and 3.0% for the three and nine months ended June 30, 2026, respectively, compared to the same periods last year. The increase in the three months ended June 30, 2026, was primarily driven by higher average diesel fuel prices. The increases in the nine months ended June 30, 2026, were due to higher average diesel fuel prices and heavier reliance on freight auction earlier in the year, as we continued to progress on our network realignments. While freight auction trips provide additional needed flexibility, they do have a higher average rate per mile. These increases were partially offset by a shift of certain package volume back to air to meet our service standards.

Air transportation expense increased 4.7% and 2.2% for the three and nine months ended June 30, 2026, respectively, compared to the same periods last year. The increases were primarily due to shifting certain package volume from highway transportation back to air to meet our service standards and contract requirements, as well as significant increases in jet fuel costs, particularly in the three months ended June 30, 2026.

Other Operating Expenses

Other operating expenses for the three and nine months ended June 30, 2026 and 2025, are detailed in the following table:

	Three Months Ended June 30,		Nine Months Ended June 30,	
(in millions)	**2026**	**2025**	**2026**	**2025**
Supplies and services	$ 841	$ 838	$ 2,542	$ 2,505
Depreciation and amortization	604	584	1,772	1,645
Rent and utilities	544	529	1,678	1,617
Information technology and communications	352	372	1,043	1,059
Vehicle maintenance service	208	181	607	528
Rural carrier equipment maintenance	151	151	463	456
Fuel - delivery vehicles	226	161	558	492
Miscellaneous other	415	393	1,184	1,172
Total other operating expenses	**$ 3,341**	**$ 3,209**	**$ 9,847**	**$ 9,474**

Total other operating expenses increased 4.1% and 3.9% for the three and nine months ended June 30, 2026, respectively, compared to the same period last year. The period-over-period variances in the components of other operating expenses for the three and nine months ended June 30, 2026, are immaterial, except for the increases in the depreciation and amortization component and the fuel for delivery vehicles component which reflect investments in property, plant and equipment and higher average fuel prices, respectively.

LIQUIDITY AND CAPITAL RESOURCES

LIQUIDITY

Our liquidity consists of unrestricted cash and cash equivalents, short-term investments, plus our authorized borrowing capacity under the PRA. For additional information see *Item 1. Financial Statements*, *Notes to Unaudited Financial Statements*, *Note 3 - Liquidity.*

Our average daily liquidity balance was $9.4 billion and $17.0 billion for the nine months ended June 30, 2026 and 2025, respectively.

CASH FLOW ANALYSIS

Operating Activities

Net cash provided by operating activities was $1.7 billion for both the nine months ended June 30, 2026, and the nine months ended June 30, 2025. However, we have deferred approximately $1.4 billion in cash payments thus far as a result of the decision to suspend payments to OPM for the employer’s portion of the bi-weekly normal cost contributions for employees covered under FERS. Our variances in operating cash activities are generally related to the timing of cash expenditures for compensation and benefits, retirement benefits, and certain payable and accrued expenses, partially offset by changes in revenue.

Investing Activities

We invested $2.9 billion in the purchase of property and equipment for the nine months ended June 30, 2026, which is an increase of $262 million, or 10.1%, compared to the same period last year. The increase is due to the timing of our investments in network infrastructure consistent with our *Delivering for America* plan. Our projected capital expenditures for 2026 remains at $4.2 billion.

During the nine months ended June 30, 2026, two of our restricted investments matured and were redeemed for $567 million. During the nine months ended June 30, 2025, investments of $3.0 billion and $566 million were made from excess cash and restricted cash, respectively. During the nine months ended June 30, 2025, certain short-term investments matured and were redeemed for $10.6 billion and the restricted investments matured and were redeemed for $2.6 billion.

Financing Activities

Net cash used in financing activities was $25 million for the nine months ended June 30, 2026, compared to $26 million net cash used in financing activities for the nine months ended June 30, 2025.

On July 31, 2026, we repaid a $700 million fixed-rate note and immediately borrowed $700 million from the FFB on a long-term fixed-rate note at 4.422% that matures on July 31, 2029.

LIQUIDITY OUTLOOK

2026 and Beyond

We continue to face systemic imbalances that make our current operating model unsustainable. Our liquidity as of June 30, 2026 remains insufficient to pay all obligations, to make capital investments necessary for continuity of operations, and to prepare for unexpected contingencies. However, during the quarter, we took the following actions that have temporarily improved our immediate liquidity condition:

- On April 9, 2026, the PRC granted a Temporary Conditional Waiver that lifts regulatory restrictions that required the Postal Service to use cash generated through the retirement-based rate authority only to make a minimum remittance payment towards our pension amortization obligations. We will determine whether to exercise the authority provided by the Temporary Conditional Waiver during the fourth quarter and are no longer restricted by the PRC from using this cash on expenditures for operating expenses and capital investments; and
- On April 10, 2026, we began suspending payments to OPM for the employer's portion of the bi-weekly normal cost contributions for employees covered under FERS. While we will continue to accrue these expenses, this enables us to preserve approximately $200 million in cash each pay period, approximately $1.4 billion in cash as of June 30, 2026, and estimate approximately $2.5 billion for fiscal year 2026.

These temporary cash conservation plans, which delay required payments, have provided relief to allow for sufficient liquidity to continue operating through at least August 2027. However, we continue to face circumstances that leave us with insufficient liquidity to meet all of our obligations and capital investment requirements and, while our liquidity position has slightly improved this quarter, the outlook for a financially sustainable Postal Service remains in peril. We will likely continue to prioritize payments to the FFB, employees, and suppliers ahead of some payments to fund retirement pension benefits, such as the annual CSRS and FERS amortization payments, as has been done in the past, as well as the PSRHBF top-up payments.

As the PMG testified before the Senate Committee on Homeland Security and Governmental Affairs on June 24, 2026, aggressive management of business operations and temporary cash conservation measures alone are not enough to restore us to financial health. We continue to prioritize the pursuit of an increase in borrowing authority that could be made in the immediate term to provide a bridge to the broader listed legislative and administrative reforms and cost and revenue initiatives. We continue to coordinate with the executive branch, Congress, and the PRC on more permanent solutions that will address the systemic imbalances in our business model.

We have petitioned the PRC for the following regulatory changes:

- Modification of the Market Dominant ratemaking system through the elimination of the price cap and adoption of a regulatory monitoring ratemaking system in order to achieve the objectives of forging a sustainable path to financial stability;
- Alternatively, if the price cap is maintained, re-baselining the rates to ensure they are compensable while also maintaining adjustment factors to ensure that the system is flexible enough to deal with exogenous circumstances that may arise; and
- Permanent repeal of the minimum remittance payment associated with retiree pension benefit amortization payments required by our retirement-based rate authority.

Administrative and legislative reforms are also still required to address the following:

- Statutory debt limit of $15.0 billion, which is set by Congress and has not been increased since 1992, to access the capital necessary to achieve our mission and continue to compete with private sector companies that have access to credit and capital markets
- Retiree pension benefit funding rules determining how OPM apportions the costs for the CSRS benefits of employees and retirees that worked for both the Postal Service and the Post Office Department to allocate these costs between the Postal Service and Treasury by utilizing modern actuarial principles;
- Diversification of pension assets and the ability to invest in market-based instruments to allow greater flexibility; and
- Workers' compensation administration to adopt private sector best practices.

With annual total revenue of nearly $81 billion in 2025, a financially sound Postal Service continues to be vital to the U.S. economy and commerce. The U.S. economy benefits greatly from the Postal Service and the many businesses that provide the printing and mailing services that we support. Disruption of the mail would cause undue hardship to businesses and consumers as it would significantly inhibit the remittance of payments through the mail, as well as the delivery of vital mail and packages like medicine, essential consumer staples, benefit checks, and important information. In the event of a cash shortfall, the U.S. government would likely prevent us from significantly curtailing or ceasing operations.

We continue to inform the executive branch, Congress, the PRC, and other stakeholders of the immediate and long-term financial challenges we face and the regulatory changes, as well as the legislative or administrative changes, that are required to restore our financial stability.

For additional information on our operating challenges and constraints and the relevant mitigating circumstances, see *Item 1. Financial Statements*, *Notes to Unaudited Financial Statements*, *Note 3 - Liquidity.*

Legally Required Obligations

We have estimated obligations to pay OPM for unfunded retirement benefits of $5.6 billion and have received an invoice for the PSRHBF top-up payment of $726 million on September 30, 2026. We also have an estimated obligation to pay the DOL approximately $1.7 billion in October 2026, representing the workers' compensation claims paid by the DOL for the chargeback year July 1, 2025 to June 30, 2026, plus the administrative fee.

We also estimate obligations of approximately $200 million per pay period to pay OPM for the employer's portion of the bi-weekly normal cost contributions for employees covered under FERS. To ensure our ability to achieve our primary statutory mission of providing prompt, reliable postal services to the American public is not put at undue risk, we began suspending these cash payments effective April 10, 2026. While we continue to accrue these obligations, we have deferred approximately $1.4 billion in cash as of June 30, 2026, and estimate to preserve a total of approximately $2.5 billion in cash for fiscal year 2026. This suspension has no impact on our employees.

Capital Investments

As outlined in our *Delivering for America* plan, our technological and physical infrastructures require extensive upgrades. To invest in these upgrades, we initially planned for over $40 billion in capital investments between 2021 and 2030. We currently estimate that our required cash outlays for capital investments necessary to ensure that we can continue to perform our universal service mission will amount to $1.3 billion for the remainder of 2026 and an additional $15.6 billion for years 2027 through 2030. However, these projections could change depending on the timing of investments to replace our delivery fleet, transform our retail locations, improve our processing facilities, and acquire or contribute to other appropriate capital assets. Furthermore, operations alone may not generate the cash needed to enable us to fully fund such necessary capital investments.

LEGISLATIVE UPDATE

As a self-funded independent establishment of the executive branch, our business model and operations have the potential to be influenced by congressional oversight and legislation.

BOARD OF GOVERNORS

Consistent with our independent self-funded design, Congress intended for us to be governed by an eleven-member Board which consists of our PMG, our DPMG, and nine independent Governors. The President appoints the Governors with the advice and consent of the Senate. As of the date of this report, we have four Presidentially appointed, Senate-confirmed independent Governors in office.

As previously reported, on January 13, 2026, the President resubmitted to the Senate the nomination of Anthony Lomangino to serve on the Board of Governors for a term expiring on December 8, 2031. The nomination was referred to the Senate Homeland Security and Governmental Affairs Committee.

Also previously reported, on March 2, 2026, the President submitted to the Senate the nominations of Jeffrey Brodsky, William Gallo, and Robert Steffens to serve on the Board of Governors for terms expiring on December 8, 2029, December 8, 2030, and December 8, 2032, respectively. The nominations were referred to the Senate Homeland Security and Governmental Affairs Committee.

On July 22, 2026, the Senate Homeland Security and Governmental Affairs Committee voted favorably to report the nominations of Jeffrey Brodsky and William Gallo to the full Senate, where they now await consideration. The nomination of Robert Steffens remains before the Senate Homeland Security and Governmental Affairs Committee, where it awaits further action.

APPROPRIATIONS

On July 21, 2026, the U.S. House of Representatives passed the *Continuing Appropriations Act, 2027* (H.R. 9770), a bill to provide continuing appropriations to federal agencies through December 4, 2026. The bill has been received in the Senate where it awaits further action.

As previously reported, on April 22, 2026, the House Appropriations Committee approved a bill making appropriations for financial services and general government for the fiscal year ending September 30, 2027, and for other purposes. The legislation (H.R. 8495) includes $38.36 million for revenue forgone on free and reduced rate mail. It requires that mail for overseas voting and mail for the blind continue to be free; that none of the funds may be used to implement any rule, regulation, or policy of charging child support officials a fee for information concerning an address of a postal customer; that none of the funds may be used to consolidate or close small and/or rural post offices; and that the Postal Service does not destroy and continues to offer for sale any copies of the Multinational Species Conservation Funds Semipostal Stamp.

LEGISLATION

We are required to comply with various laws and regulations concerning numerous matters. Congress can influence how we conduct our business and operations through the passage of legislation. However, in the last two decades only four bills - the PAEA, PSRA, *CARES Act*, and IRA - were ultimately passed into law and materially impacted our operations and/or financial results. There are several bills that have been introduced in the House and Senate in this reporting period, that if passed, could impact our operations and financial results and condition, including our ability to fully implement key initiatives of our ten-year strategic plan. However, our assessment at this time is that the bills are unlikely to significantly advance or ultimately be passed into law in their current form. We continually monitor all legislation introduced and evaluate the probability of bills becoming law, and in the event we determine that passage is likely, we also evaluate the potential materiality of the impact of such bills on our financial condition.

REGULATORY MATTERS

On January 13, 2026, the PRC issued Order No. 9426 which adopts rules to prohibit the Postal Service from increasing rates for Market Dominant products more than once per fiscal year (from March 1, 2026 through

September 30, 2030) and places an additional restriction on the Postal Service regarding workshare discounts that further limits our pricing flexibility.

On December 22, 2025, we filed a petition for rulemaking with the PRC to modify the Market Dominant ratemaking system through the elimination of the price cap and adoption of a regulatory monitoring ratemaking system in order to achieve the objectives of forging a sustainable path to financial stability. The petition suggests that the PRC conduct a holistic system-wide review of the regulatory monitoring approach five years after implementation. Alternatively, the petition proposes that the PRC provide sufficient pricing authority to reset rates to a more compensatory level, while preserving adjustment factors to ensure that the system is flexible enough to deal with exogenous circumstances that may arise. As of the date of this report, the PRC has not ruled on this petition.

On December 22, 2025, we also filed a petition for rulemaking with the PRC to repeal the minimum remittance payment on retiree pension benefit amortization payments required by our retirement-based rate authority. On April 9, 2026, the PRC granted a Temporary Conditional Waiver that lifts regulatory restrictions that required the Postal Service to use cash generated through the retirement-based rate authority only to make a minimum remittance payment towards our pension amortization obligations. We will determine whether to exercise the authority provided by the Temporary Conditional Waiver later this year. PRC rules, therefore, allow for this cash to be used on expenditures for operating expenses and capital investments if we meet the following two conditions: 1) provide Treasury with written notice annually after deciding to use the Temporary Conditional Waiver, no later than 30 days before the Required Minimum Remittance, and 2) file written notice with the PRC annually confirming that we have provided the Treasury Notice at least seven days before the Required Minimum Remittance. Unless earlier rescinded, or extended, the waiver expires on September 30, 2030.

RELATED PARTY TRANSACTIONS

As disclosed throughout this quarterly report, we have significant transactions with other U.S. government entities, which are considered related parties in accordance with GAAP. For a more detailed description, see *Item 1. Financial Statements*, *Notes to Unaudited Financial Statements*, *Note 5 - Related Parties*.

CRITICAL ACCOUNTING POLICIES AND ESTIMATES

The preparation of financial statements in accordance with GAAP requires management to make significant judgments and estimates to develop certain amounts reflected and disclosed in the financial statements. In many cases, alternative policies or estimation techniques may be used.

We maintain a thorough process to review the application of accounting policies and to evaluate the appropriateness of the many estimates that are required to prepare the financial statements of a large organization. However, even under optimal circumstances, estimates routinely require adjustment based on changing circumstances and new or better information.

The accounting policies that require significant management judgment or the selection or application of alternative accounting policies and could result in a material impact to the financial statements are described in *Part II, Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations, Critical Accounting Policies and Estimates* of our 2025 Annual Report. Management discusses the development and selection of critical accounting policies and estimates with the Audit and Finance Committee of the Board.

RECENT ACCOUNTING STANDARDS

See *Item 1. Financial Statements*, *Notes to Unaudited Financial Statements*, *Note 2 - Recent Accounting Pronouncements*, for a description of recently issued accounting standards.

ITEM 3. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

In the normal course of business, we are exposed to market risks from changes in commodity prices, certain foreign currency exchange rates, and interest rates. Our commodity price risk consists primarily of exposure to changes in prices for diesel fuel, unleaded gasoline, and aircraft fuel for transportation of the mail, as well as fuel for heating facilities. We have foreign currency risk related to the settlement of terminal dues and transit fees with foreign postal administrations for international mail.

We also have provisions in our debt agreements that allow us to prepay our $15.0 billion debt with the FFB at any time at a price determined by the Secretary of the Treasury, based on prevailing interest rates in the U.S. Treasury market at the time of repayment.

We have not used derivative commodity or financial instruments to manage market risk related to commodities, foreign currency exchange, or interest rate fluctuations for debt instruments. Additionally, we have not purchased or held derivative financial instruments for speculative purposes.

See *Part II, Item 7A. Quantitative and Qualitative Disclosures about Market Risk* in our 2025 Annual Report for additional information.

ITEM 4. CONTROLS AND PROCEDURES

We are responsible for the preparation, integrity, and fair presentation of our financial statements.

DISCLOSURE CONTROLS

We maintain disclosure controls and procedures that are designed to ensure that information required to be disclosed in quarterly and annual reports is recorded, processed, summarized, and reported within the time frames specified by PAEA and that this information is accumulated and communicated to our management, including the PMG and the CFO, as appropriate, to allow timely decisions regarding required disclosure.

We carried out an evaluation under the supervision and with the participation of management, including the PMG and the CFO, of the effectiveness of the design and operation of disclosure controls and procedures as of June 30, 2026. Based on and as of the date of the evaluation, the PMG and the CFO concluded that our disclosure controls and procedures were effective.

INTERNAL CONTROLS

We have made no changes in our internal control over financial reporting during the three months ended June 30, 2026 that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.

PART II. OTHER INFORMATION

ITEM 1. LEGAL PROCEEDINGS

For a discussion of legal proceedings affecting us, please refer to *Part I. Financial Information, Item 1. Financial Statements*, *Notes to Unaudited Financial Statements, Note 8 - Commitments and Contingencies* in this document, as well as *Part I, Item 3. Legal Proceedings* and *Part II, Item 8. Financial Statements and Supplementary Data*, *Notes to Financial Statements*, *Note 11 - Commitments and Contingencies* in our 2025 Annual Report.

ITEM 1A. RISK FACTORS

No material changes have transpired in our risk factors from the disclosures in *Part I, Item 1A. Risk Factors* in our 2025 Annual Report.

ITEM 6. EXHIBITS

Exhibit Number	Exhibit Description
31.1	Certification of Principal Executive Officer Pursuant to Rules 13a-14(a) and 15d-14(a) under the *Securities and Exchange Act of 1934*, as Adopted Pursuant to Section 302 of the *Sarbanes-Oxley Act of 2002*.
31.2	Certification of Principal Financial Officer Pursuant to Rules 13a-14(a) and 15d-14(a) under the *Securities and Exchange Act of 1934*, as Adopted Pursuant to Section 302 of the *Sarbanes-Oxley Act of 2002*.
32.1	Certification of Principal Executive Officer Pursuant to *18 U.S.C. Section 1350*, as Adopted Pursuant to Section 906 of the *Sarbanes-Oxley Act of 2002*.
32.2	Certification of Principal Financial Officer Pursuant to *18 U.S.C. Section 1350*, as Adopted Pursuant to Section 906 of the *Sarbanes-Oxley Act of 2002*.

Signatures

Pursuant to the requirements of the *Postal Accountability and Enhancement Act of 2006*, the United States Postal Service has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

United States Postal Service

/s/ David Steiner
David Steiner
PMG and CEO

Date: August 7, 2026

/s/ Luke Grossmann
Luke Grossmann
CFO and Executive VP

Date: August 7, 2026

Exhibit 31.1

CERTIFICATION PURSUANT TO
RULES 13a-14(a) AND 15d-14(a) UNDER THE SECURITIES AND EXCHANGE ACT OF 1934, AS ADOPTED PURSUANT TO SECTION 302 OF THE SARBANES-OXLEY ACT OF 2002.

I, David Steiner, certify that:

1. I have reviewed this quarterly report on Form 10-Q of the United States Postal Service ("Postal Service");
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the Postal Service as of, and for, the periods presented in this report;
4. The Postal Service's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the Postal Service and have:
    a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the Postal Service, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
    b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
    c. Evaluated the effectiveness of the Postal Service's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
    d. Disclosed in this report any change in the Postal Service's internal control over financial reporting that occurred during the Postal Service's most recent fiscal quarter (the Postal Service's fourth fiscal quarter in the case of an Annual Report) that has materially affected, or is reasonably likely to materially affect, the Postal Service's internal control over financial reporting; and
5. The Postal Service's other certifying officer and I have disclosed based on our most recent evaluation of internal control over financial reporting, to the Postal Service's independent registered accounting firm and the Audit and Finance Committee of the Postal Service's Board of Governors:
    a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the Postal Service's ability to record, process, summarize and report financial information; and
    b. Any fraud, whether or not material, that involves management or other employees who have significant role in the Postal Service's internal control over financial reporting.

Date: August 7, 2026

/s/ David Steiner

David Steiner

PMG and CEO

Exhibit 31.2

CERTIFICATION PURSUANT TO
RULES 13a-14(a) AND 15d-14(a) UNDER THE SECURITIES AND EXCHANGE ACT OF 1934, AS ADOPTED PURSUANT TO SECTION 302 OF THE SARBANES-OXLEY ACT OF 2002.

I, Luke Grossmann, certify that:

1. I have reviewed this quarterly report on Form 10-Q of the United States Postal Service ("Postal Service");
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the Postal Service as of, and for, the periods presented in this report;
4. The Postal Service's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the Postal Service and have:
    a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the Postal Service, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
    b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
    c. Evaluated the effectiveness of the Postal Service's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
    d. Disclosed in this report any change in the Postal Service's internal control over financial reporting that occurred during the Postal Service's most recent fiscal quarter (the Postal Service's fourth fiscal quarter in the case of an Annual Report) that has materially affected, or is reasonably likely to materially affect, the Postal Service's internal control over financial reporting; and
5. The Postal Service's other certifying officer and I have disclosed based on our most recent evaluation of internal control over financial reporting, to the Postal Service's independent registered accounting firm and the Audit and Finance Committee of the Postal Service's Board of Governors:
    a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the Postal Service's ability to record, process, summarize and report financial information; and
    b. Any fraud, whether or not material, that involves management or other employees who have significant role in the Postal Service's internal control over financial reporting.

Date: August 7, 2026

/s/ Luke Grossmann

Luke Grossmann

CFO and Executive VP

Exhibit 32.1

CERTIFICATION PURSUANT TO
18 U.S.C. SECTION 1350, AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002.

In connection with the Quarterly Report of the United States Postal Service ("Postal Service") on Form 10-Q for the period ended June 30, 2026, (the "Report"), I, David Steiner, certify, pursuant to *18 U.S.C. Section 1350*, as adopted pursuant to Section 906 of the *Sarbanes-Oxley Act of 2002* that:

(1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the *Securities Exchange Act of 1934*; and

(2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Postal Service.

Date: August 7, 2026

/s/ David Steiner
David Steiner
PMG and CEO

Exhibit 32.2

CERTIFICATION PURSUANT TO
18 U.S.C. SECTION 1350, AS ADOPTED PURSUANT TO
SECTION 906 OF THE SARBANES-OXLEY ACT OF 2002.

In connection with the Quarterly Report of the United States Postal Service ("Postal Service") on Form 10-Q for the period ended June 30, 2026, (the "Report"), I, Luke Grossmann, certify, pursuant to *18 U.S.C. Section 1350*, as adopted pursuant to Section 906 of the *Sarbanes-Oxley Act of 2002* that:

(1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the *Securities Exchange Act of 1934*; and

(2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Postal Service.

Date: August 7, 2026

/s/ Luke Grossmann
Luke Grossmann
CFO and Executive VP