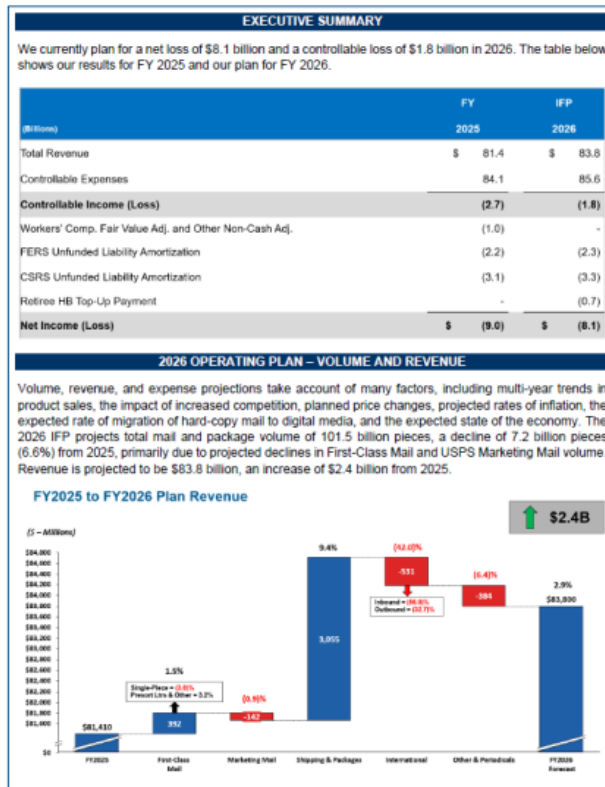




USPS Releases FY 2026 Plan

On November 19, the Postal Service filed its *Fiscal Year 2026 Integrated Financial Plan* with the Postal Regulatory Commission. The agency stated that “The FY 2026 IFP document is based on the FY 2026 IFP approved by the Board of Governors of the Postal Service. The FY 2025 data reflected in this report are final audited results that are reported in the Postal Service’s *Annual Report on Form 10-K*.”

In brief, the plan forecasts a 6.6% decline in volume, but a \$2.4 billion increase in revenue, all leading to a net loss of \$8.1 billion. Given its brevity – four pages including the cover – the entire substantive content of the document can be shown below:



2026 OPERATING PLAN – CONTROLLABLE EXPENSES

The 2026 IFP projects total work hours of 1,123 million, a reduction of 12 million compared to 2025, driven by initiatives to improve efficiency and by work hour management efforts in response to lower volumes. Salaries and benefits expenses are projected to increase despite a reduction in work hours due to contractual wage increases. Transportation expenses are planned to remain the same, due to ongoing transportation modality changes supporting service and reducing costs, decreases due to insourcing of contracted employees, and market fluctuations for resources such as fuel and drivers which impact costs. Depreciation expenses are expected to increase as a result of our increased investments in capital as we modernize our processing, delivery, and transportation networks. The increase in the Supplies and Services and Rent, Utilities, and Other is driven by anticipated increases in general market costs and a shift in information technology costs from internal support for capitalized equipment to expensed costs for cloud-hosted platforms.

FY		Prelim 2025	IFP 2026	Variance %
2024	Actual			
\$ 55.7	Salaries & Benefits	\$ 57.6	\$ 57.9	0.7%
4.9	FERS Normal Cost	5.1	5.1	0.0%
8.8	Transportation	8.4	8.4	0.0%
2.0	Depreciation	2.2	2.5	13.6%
3.4	Supplies & Services	3.4	3.6	5.9%
7.5	Rent, Utilities & Other	7.5	8.1	8.0%
\$ 82.3	Controllable Expenses	\$ 84.1	\$ 85.6	1.8%
1,147	Work Hours (Millions)	1,135	1,123	-1.1%

2026 CAPITAL PLAN

Capital Investments – Commitments and Cash Outlays

The 2026 capital plan calls for capital commitments of \$4.7 billion and cash outlays of \$4.6 billion to maintain, modernize, and improve our mail processing, transport, and delivery system.

Capital Commitments (signed contracts)

(\$ Billions)	5-Yr Avg. (2020-2024) Actual	FY2024 Actual	FY2025 Plan	FY2025 Actual	FY2026 IFP Requested Continuing Programs	FY2026 IFP Requested New Programs	FY2026 IFP Requested Total
Facilities	\$1.0	\$1.9	\$2.4	\$2.1	\$2.1	\$1.3	\$3.4
IT, Support Equipment & Other	0.2	0.3	0.3	0.2	0.3	0.1	0.4
Processing Equipment	0.8	0.9	0.7	0.9	0.2	0.4	0.7
Vehicles	1.3	0.1	1.8	0.3	0.2	0.1	0.2
Total	\$3.2	\$3.0	\$5.1	\$3.5	\$2.8	\$1.9	\$4.7

Capital Cash Outlays

(\$ Billions)	5-Yr Avg. (2020-2024) Actual	FY2024 Actual	FY2025 Plan	FY2025 Actual	FY2026 Base IFP
Facilities	\$0.9	\$1.5	\$0.9	\$2.3	\$2.9
IT, Support Equipment & Other	0.2	0.2	0.3	0.2	0.1
Processing Equipment	0.7	1.1	1.0	.5	0.3
Vehicles	0.6	1.3	0.6	1.0	1.3
Total	\$2.5	\$4.2	\$2.9	\$4.0	\$4.6

2026 DEBT LIQUIDITY AND FINANCING PLAN

Our year-end cash and short-term investments, including restricted and non-current cash and short-term investments, was \$14.0 billion as of September 30, 2025. We estimate our year-end 2026 total cash and short-term investments will be \$3.4 billion, assuming we make the estimated year-end lump sum payments of approximately \$6.3 billion for CSRS, FERS, and RHB Top-Up.