



Global Logistics Delivery

TRANSPORT
DELIVERY
INDUSTRIAL
DISTRIBUTION
PRODUCT
DESTINATION
INVENTORY
CARGO
MANUFACTURING
ANALYSIS
CUSTOMERS



FY2022/23 Annual General Meeting Presentation

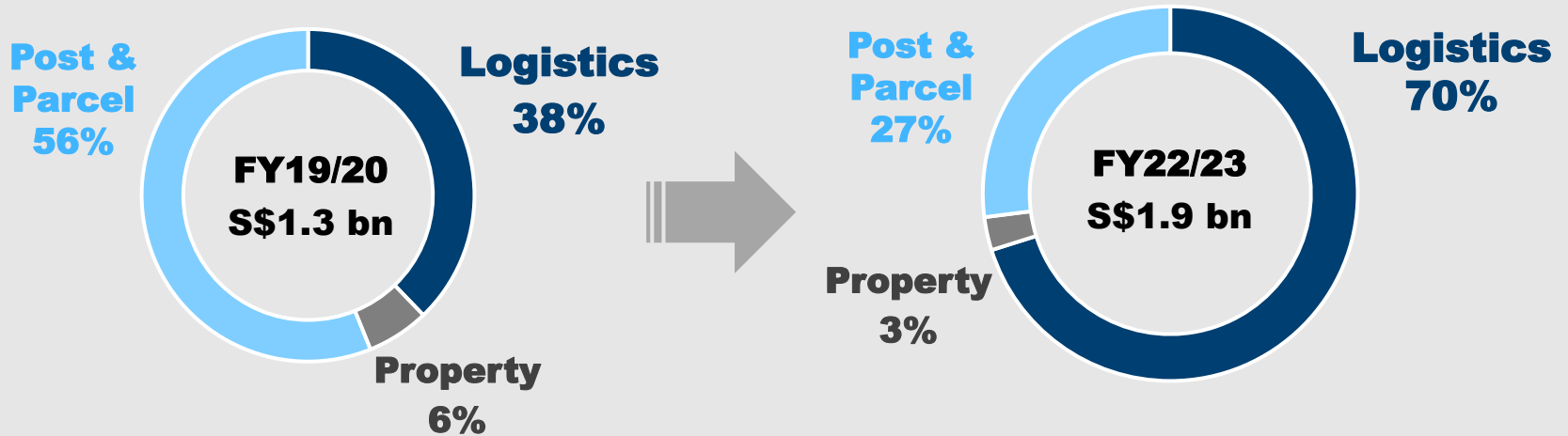
19 July 2023



ADDRESS BY SIMON ISRAEL, CHAIRMAN

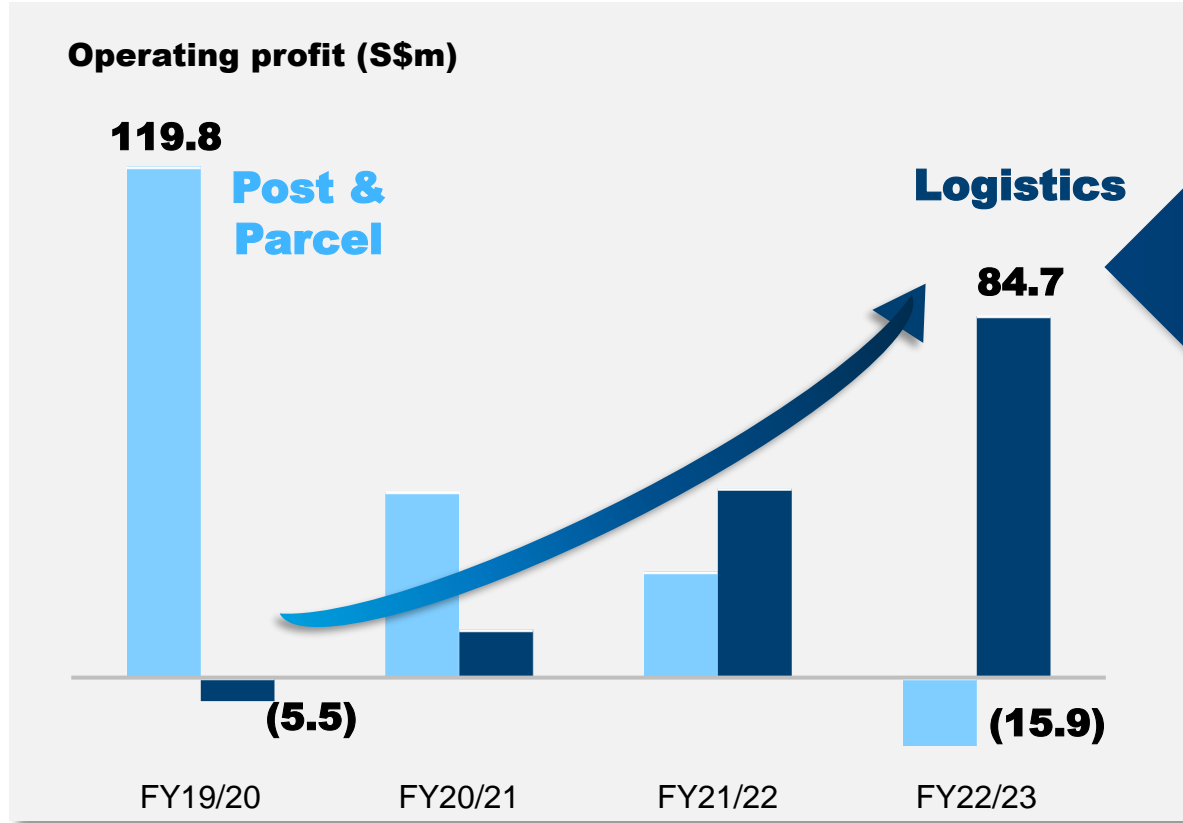
Transformation of Business Mix

From Postal to Logistics



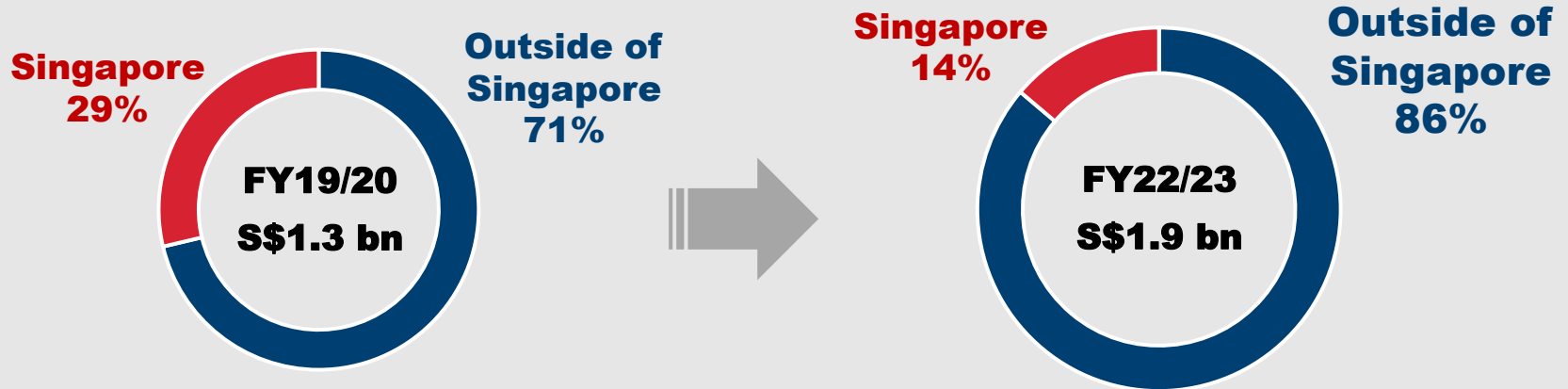
Revenue by segments

Transformation of Earnings



**Pivot to Logistics
over the last 4
years**

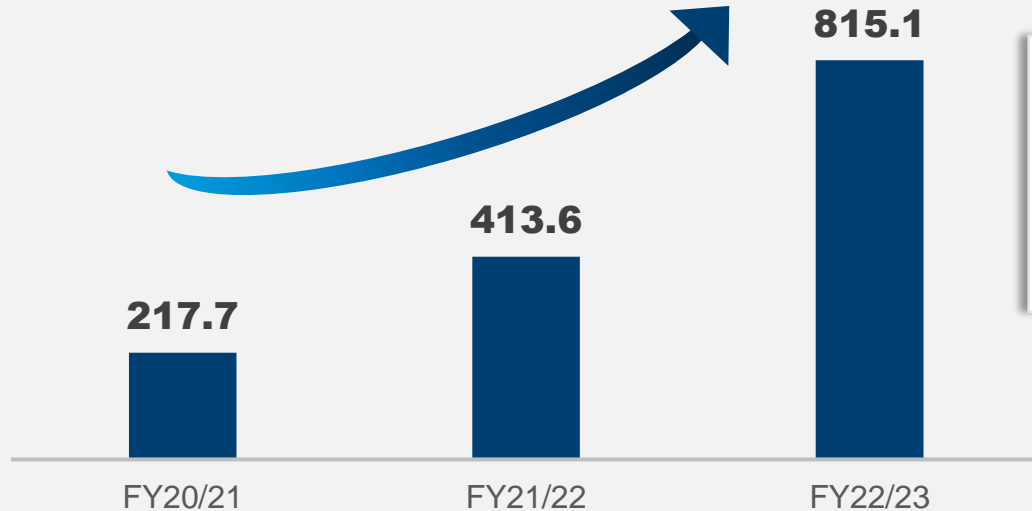
From Singapore to international markets



Revenue by market pillars

Transformative Growth in Australia

Australia Business revenue (\$m)



**Strong revenue
build-up in Australia
business**

Note:

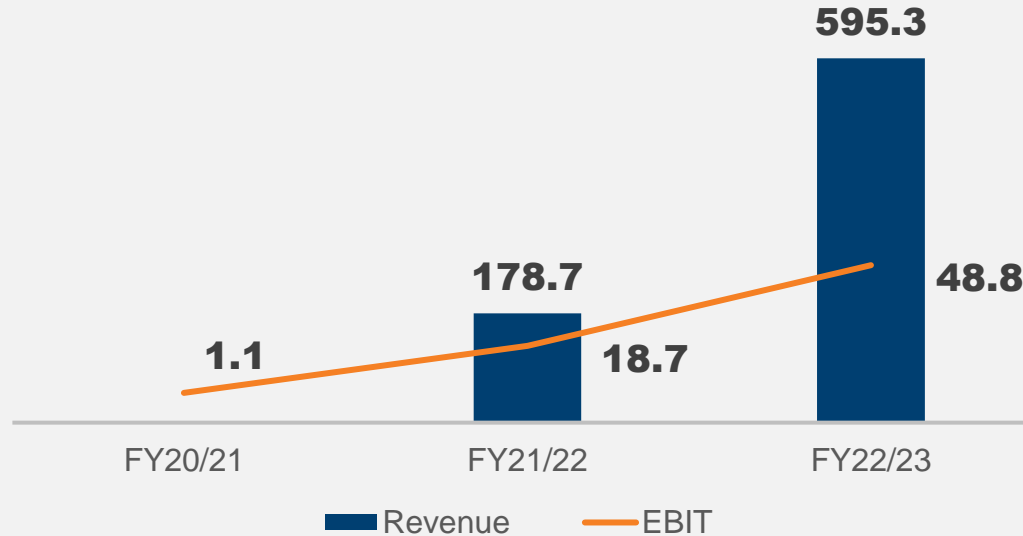
FY20/21: 3 months' share of FMH's results as 28% held associated company.

FY21/22: 8 months' share of FMH's results as associated company and 4 months' consolidation following increase in stake to 51%.

FY22/23: Full year consolidation as 51% owned subsidiary.

FMH Key Driver of Australian Transformation

FMH revenue and EBIT contributions (\$m)



Strong growth in FMH revenue and EBIT contributions to the Group

Note:

FY20/21: 3 months' share of FMH's results as 28% held associated company.

FY21/22: 8 months' share of FMH's results as associated company and 4 months' consolidation following increase in stake to 51%.

FY22/23: Full year consolidation as 51% owned subsidiary.

Strong Results Achieved by FMH



FMH FY22/23 performance (YoY change)

Revenue **S\$595.3m** ▲ **233%**

EBITDA **S\$77.1m** ▲ **280%**

Net profit **S\$33.5m** ▲ **258%**

ROE **20%**



Strategic Review

Strategic Review

Enhancing shareholder's returns and ensuring the Group is appropriately valued

Main principles to be applied:

Defining what is **core and non-core** in the context of transitioning to a Logistics business over time

Divestment of non-core businesses/assets and those which are not expected to earn a return above their cost of capital

Recycling capital to support further investment in Logistics

Optimising the Group's **balance sheet** and **gearing**

Resetting the Group's **dividend policy**

Ensuring the structure of the Group allows the Group and its underlying businesses to be **appropriately valued**, while **creating optionality** for the future of these businesses

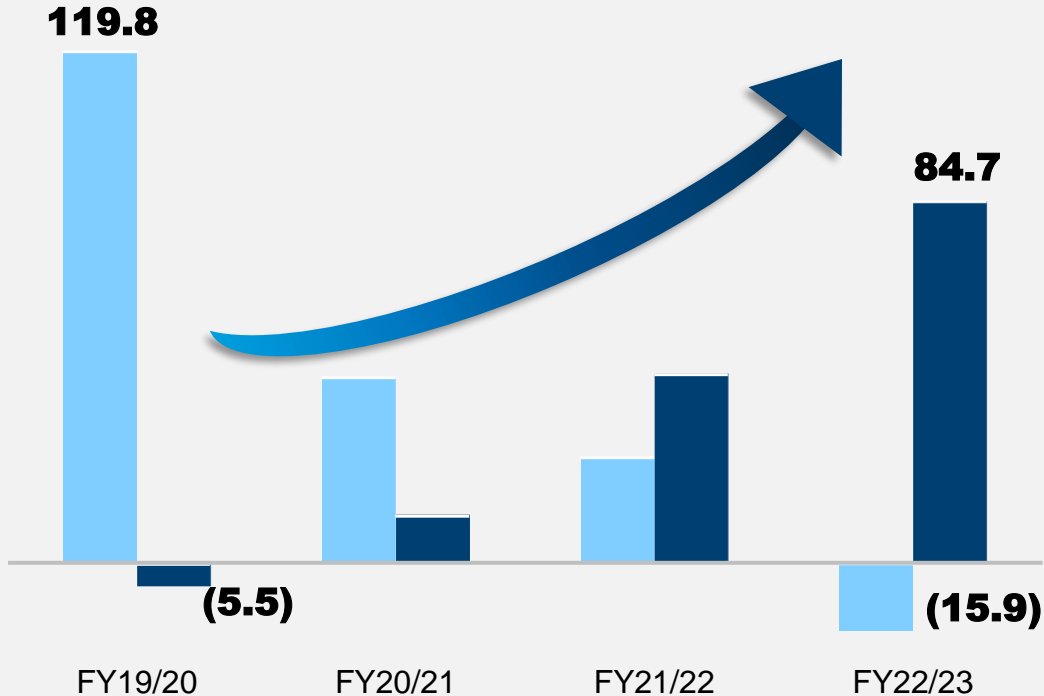


Singapore
POST

**SPEECH BY
VINCENT PHANG, GROUP CEO**

SingPost's Transformation

Group operating profit (\$m)



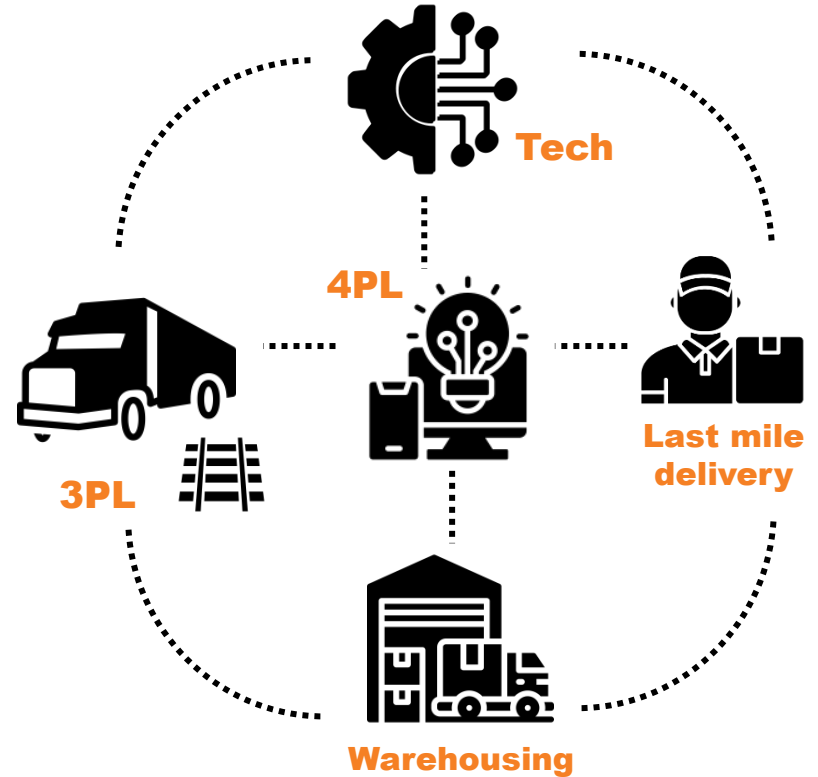
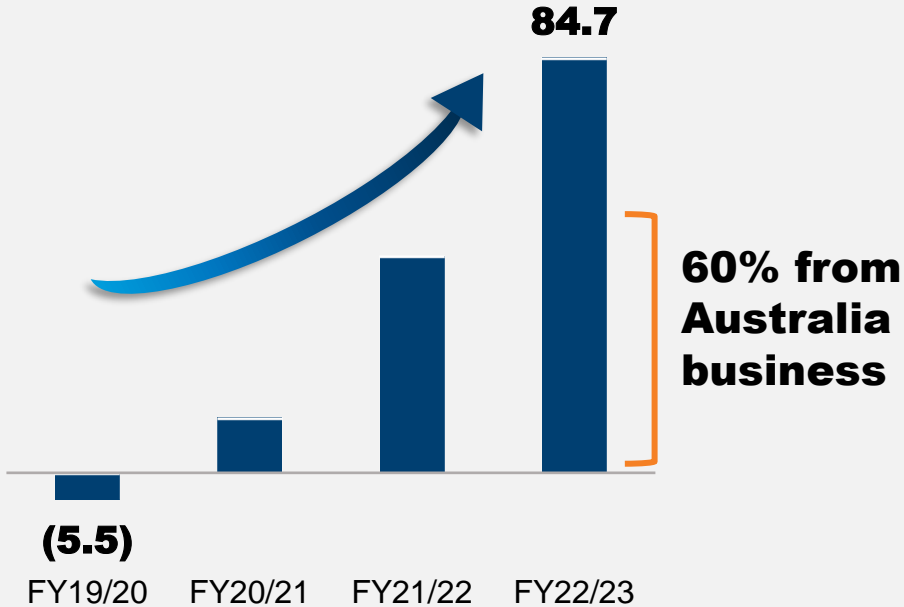
**Pivot to
Logistics**

70% of Group revenue

90% of Group
operating profit

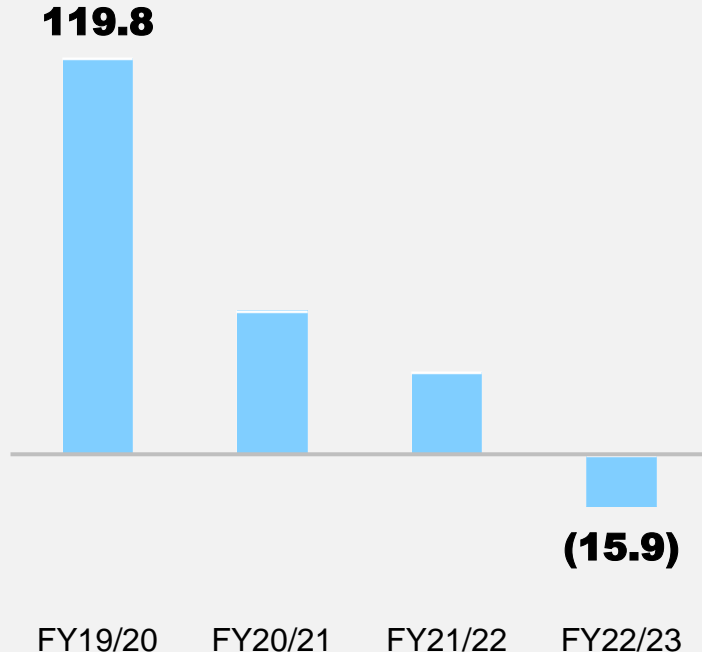
Building our Digitally Enabled B2B2C Integrated Logistics Network in Australia

Logistics operating profit (S\$m)



Mitigating the Postal Decline

Postal operating profit/(loss) (S\$m)



Reviewing costs and postal operation model

Seeking postage rate adjustments to better reflect true cost of letter mail business

Working on fundamental review of future of postal service with IMDA

Establishing Ourselves as a Leading eCommerce Supply Chain and Logistics Player in Asia Pacific

Singapore

Leverage infrastructure for eCommerce deliveries; commitment to service quality

Australia

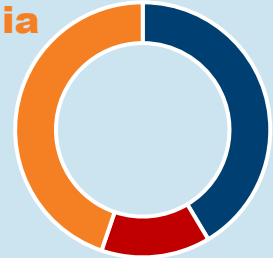
Integrate for synergies; further acquisitions

International

Re-engineer cross-border business for growth

On track with sustainability goals

Australia
45%



Int'l
41%

Singapore
14%

Strategic Review

We welcome shareholders' feedback at

strategic_review@singpost.com

Note: This is a no-reply email address. SingPost will make further announcements as appropriate, if and when there are any material developments which warrant disclosure.



**SPEECH BY
VINCENT YIK, GROUP CFO**

FY2022/23 Financial Highlights

Revenue
S\$1.87bn
▲ 12.4%

Record revenue
Diversified revenue streams

Operating profit
S\$93.2m
▼ 16.9%

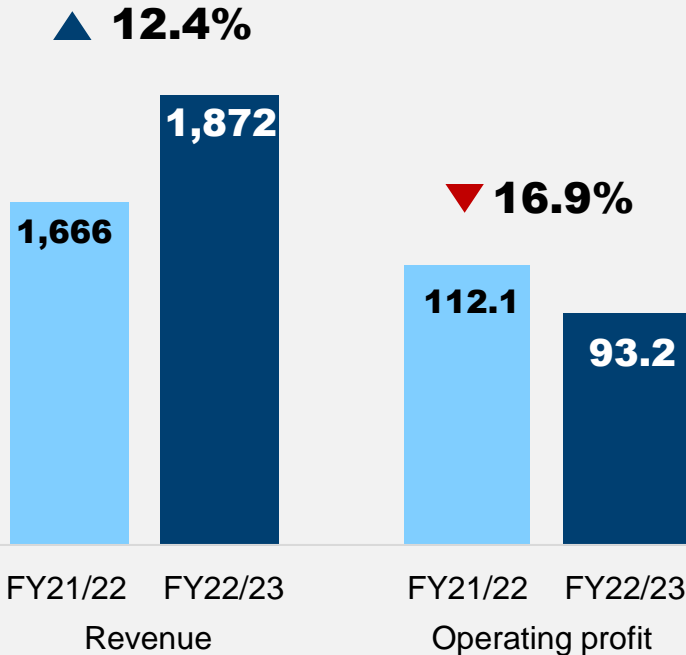
Underlying net profit
S\$32.4m
▼ 60.1%

Net profit
S\$24.7m
▼ 70.3%

Logistics growth offset by postal loss
Higher finance and tax expenses

Revenue and Profit Drivers

Group revenue and operating profit (\$m)



	Revenue growth	Operating profit growth / (loss)
Logistics	▲ 32.4%	▲ 91.3%
Post & Parcel	▼ 16.2%	S\$15.9m loss
Property*	▼ 23.1%	▼ 16.7%

* Sale of General Storage Company

Prudent Capital Management as the Group Continues to Invest in Strategic Initiatives

Steady financial position

Healthy operating cashflow

Divestments and capital recycling

**Establishing ourselves as
a leading eCommerce
supply chain and logistics player
in Asia Pacific**



**SPEECH BY MICHELLE LEE,
CHIEF SUSTAINABILITY OFFICER**

Delivering Sustainable Outcomes



ESG

performance a part of
management remuneration
organisational balance
scorecard



22%

improvement YoY
in Loss Time Injury
Frequency Rate



TCFD

Advanced in climate-related
disclosures aligned with
TCFD* recommendations

* Task Force on Climate-related Financial Disclosures



~37%

Women representation
in senior management



98

Excellence Service Awards
received by staff

40 Star, 11 Gold, 47 Silver



Winner

Singapore Corporate
Governance Award
(Diversity) at SIAS
Investors' Choice
Awards 2022

Advancing our Decarbonisation Journey



30%

**reduction to-date*
of Scope 1 & 2 emissions
in Singapore**

32%

**of total fleet in
Singapore converted
to Electric Vehicles**

* From FY18/19 baseline levels



FY2022/23 Annual General Meeting