

Singapore POST

34th Annual General Meeting

23 July 2026

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"$" means Singapore dollars unless otherwise indicated.



FY2025/26 Review and Strategy Update

Mark Chong, CEO

Our Journey So Far

SingPost is now positioning for sustainable growth

THEN

Weathering and Navigating Turbulence

NOW

Positioning for Sustainable Growth



- **Address structural decline and improve cost efficiency**
- **Modernise technology to boost agility and service capability**
- **Build scalable capabilities**
- **Unlock long-term value of SingPost Centre**

FY25/26 Key Developments

Strengthening the core, scaling capabilities, and unlocking long-term value

Logistics & Letters

- Domestic eCommerce delivery volume grew by 8.1% YoY
- Invested S$30m in automated sortation facility at Regional eCommerce Logistics Hub

Post Office Network

- Operating loss narrowed 27.4% YoY to S$10.7m through footprint optimisation
- Firm path to commercial sustainability
- Commissioned to facilitate Singtel SDS transactions

Property Assets

- Revenue rose 2.0% YoY to S$80.7m; operating profit stable at S$45.2m
- Consistent and strong occupancy rate at SingPost Centre in FY25/26 at 99.4%

Operating Resilience

- Achieved all IMDA Postal Quality of Service standards
- Exceeded next-working-day delivery standards for local basic letters and incoming letters

Expanded Partnerships

- Asendia, SkyNet, DHL and FedEx partnerships broadened international shipping access
- MoU with Fullerton Health to explore integrated healthcare access

Sustained Shareholder Returns

- Special dividend of S$202.6m paid in August 2025
- Proposed final dividend of 0.06 cents per share, plus proposed supplemental dividend of 0.41 cents per share

Our Strategic Priorities

Growing our business with a clear path forward

Priority 1

Strengthen Core Fundamentals

Priority 2

Build Scalable Capabilities

Priority 3

Capture Growth Opportunities

DIGITALISATION

An enabling thread across all three priorities

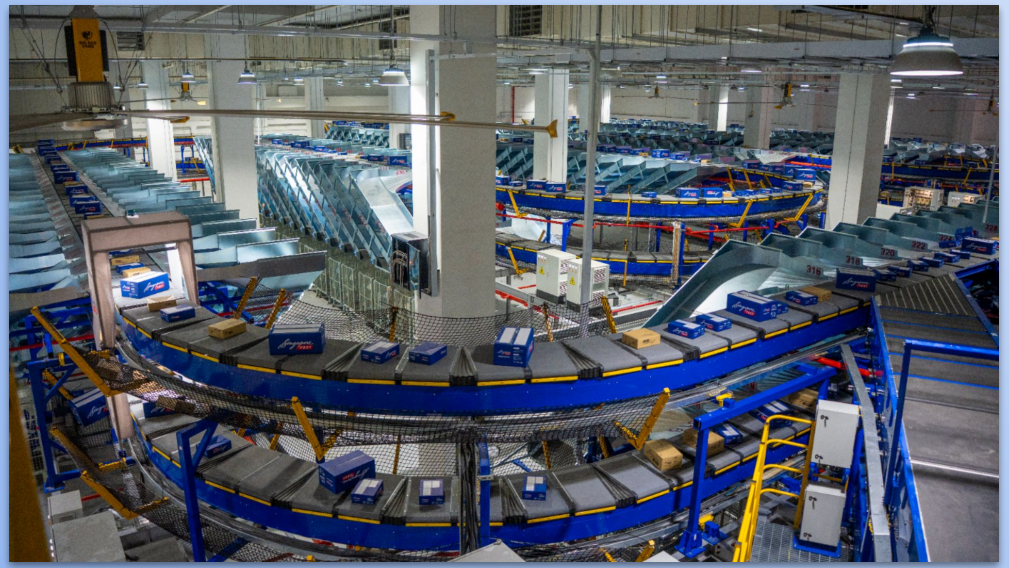


Logistics & Letters

Improved Operating Model to reduce cost to serve

Reduction in cost to serve by >10%
through investment in AI, automation and system consolidation

- **Driving efficiency through automation**
- **Consolidation of parcel sortation at eCommerce Logistics Hub beyond 2026**
- **AI-enabled route planning**
- **Shift from fixed to more variable cost structure**



Logistics & Letters

Pricing discipline and new revenue streams in Logistics

eCommerce: Pricing Discipline

eCommerce remains a core volume driver; SingPost will maintain pricing discipline

Utilising best-in-class sortation and tracking

Diversification Beyond eCommerce

Leveraging letterbox network to extend partnerships across multiple sectors

Growth opportunities through market, service and customer expansion

Market Expansion



Service Expansion



Customer Expansion



Post Office Network

On a firm path towards commercial sustainability while improving customer experience

Transforming into a Self-Sufficient, Fit-for-purpose Operation

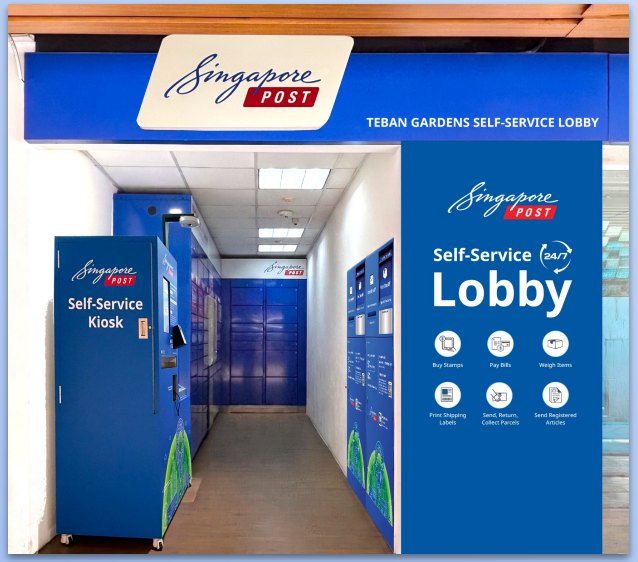
Reducing Cost to Serve

- Optimise post office footprint
- Maintain approximately 40 manned and unmanned touchpoints to ensure public accessibility
- Pilot asset-light model to extend service reach

Commercial Growth and Rental Optimisation

- Expand new product and service offerings, such as consumer electronics and collections
- Increase rental income by optimising footprint





Property Assets

Retaining SingPost Centre for future value

SingPost Centre remains a crucial part of the Group's portfolio

A strategic asset that generates steady income and cashflow, with high occupancy

Long-Term

Opportunities with Paya Lebar Airbase Redevelopment

- Leveraging the government's longer-term blueprint for Paya Lebar region
- Uplift from the possible raising of height restrictions, re-zoning parameters

Short-Term

Improving Efficiency, Trade Mix and Asset Value

- Asset refresh to improve efficiency ratio and optimise trade mix
- Plans under study with architect appointed and will be thoroughly reviewed by the Board to ensure value accretion



Sustainability: Building a Resilient, Trusted SingPost

FY25/26 progress across environmental action, governance, and community impact

Sustainability embedded into SingPost's operating model
- decarbonising delivery, strengthening trust, and widening access for communities

Cherishing Our Planet

- Refreshed climate targets: reduce Scope 1 & 2 by 63%, Scope 3 by 37.5% by FY35/36
- 6% reduction in Scope 1 & 2 emissions YoY
- 60% delivery fleet electrified

Culture of Trust

- Zero reported corruption and fraud incidents
- No significant fines or non-monetary sanctions
- 36% women in senior management
- Strengthened data privacy / cybersecurity governance

Cultivating Communities

- ~2,500 service touchpoints; 80% of population within 10 minutes
- Met IMDA Postal QoS standards; exceeded next working-day letter delivery standards
- 86 EXSA awards: 9 Star, 18 Gold, 59 Silver

Priorities for FY2026/27 and Beyond

Positioning SingPost for sustainable growth

1

New leadership committed to strengthening fundamentals, building capabilities, and capturing growth opportunities

2

Focus on customer needs, cost and pricing discipline

3

Retain SingPost Centre and maximise property portfolio value

4

Disciplined capital allocation driving long-term shareholder value





FY2025/26 Financial Results Highlights

Isaac Mah, CFO

Key FY25/26 Results Highlights

Operating resilience despite headwinds; exceptional and other gains drove net profit

Continuing Operations

Revenue	**S$376.1m**
Operating Profit	**S$11.8m**

Others

Exceptional Items	**S$19.2m**
Derecognition of aged trade payables	**S$38.1m**
Loss from Discontinued Operations	**(S$2.5m)**

Group Performance

Net Profit Attributable to Equity Holders	**S$60.9m**
Underlying Net Profit	**S$10.7m**



Segmental Performance

Realigned business segments to reflect change in profile following divestments

Logistics & Letters

S$303.5m ↓ **28%**
Revenue

(S$6.1m)
Operating Loss

Post Office Network

S$11.2m ↓ **11%**
Revenue

(S$10.7m)
Operating Loss

Property Assets

S$80.7m ↑ **2%**
Revenue

S$45.2m
Operating Profit



Note: Inter-segment revenues amounted to S$19.3m for the full year.

Financial Position

Strengthened balance sheet; net cash position maintained

Balance Sheet Highlights, S$ million	As at 31 Mar 2026
Current assets (excluding cash & synthetic deposits)	65.7
Cash and cash equivalents, synthetic deposits	603.8
Non-current assets	1,371.8
Total assets	**2,041.3**
Current liabilities	321.3
Non-current liabilities	293.9
Total liabilities	**615.1**
Ordinary equity	1,174.7
Perpetual securities	251.5
Non-controlling interests	-
Total equity	**1,426.2**



Proposed Final Dividend and Supplemental Dividend

Proposed Final Dividend

0.06¢
Proposed Final DPS

S$1.4m
Proposed Final Dividend Amount

Dividend Policy
In line with the policy to pay out 30% to 50% of underlying net profit annually

Proposed Supplemental Dividend

0.41¢
Proposed Supplemental DPS

S$9.3m
Proposed Supplemental Dividend Amount

Arising from derecognition of aged trade payables[1]
Proposed to be paid from the derecognition of aged trade payables (net of tax)



[1]Trade payables balances exceeding a 7-year threshold are derecognised following an annual formal notification process to overseas postal administrators. As a result of this review, S$38.1 million of such liabilities relating to periods prior to 1 January 2019 were derecognised during the financial year.



Singapore POST

Thank You