



# Positioning for Sustainable Growth

## SingPost Strategy Update

14 May 2026

# Disclaimer



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Some of the statements contained in this presentation that are not historical facts are statements of future expectations with respect to the financial condition, results of operations and businesses, and related plans and objectives. Forward looking information is based on management's current views and assumptions including, but not limited to, prevailing economic and market conditions. These statements involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those in the statements as originally made. Such statements are not, and should not be construed as a representation as to the future performance of SingPost. In particular, such targets should not be regarded as a forecast or projection of future performance of SingPost. It should be noted that the actual performance of SingPost may vary significantly from such statements.

"\$" means Singapore dollars unless otherwise indicated.



**Mark Chong, CEO**

*Singapore*  
**POST**

# THEN

## Weathering and Navigating Turbulence

- Structural headwinds, notably in declining traditional letter mail volumes
- Early generation technology and systems have limited SingPost's agility and service capability

# NOW

## Positioning for Sustainable Growth

- Strengthen fundamentals, build scalable new capabilities, and capture growth opportunities
- Improve operating model to reduce cost to serve
- Benefit from long-term value opportunity of SingPost Centre

# Our Strategic Priorities

## Growing Our Business with a Clear Path Forward

### Priority 1

#### Strengthen Core Fundamentals

- Optimise operations, technology, and network towards an improved operating model, alongside workflow modernisation
- Targeting >10% reduction in cost to serve

### Priority 2

#### Build Scalable Capabilities

- Invest in critical areas e.g., IT, customer experience, automation (AVs and AI), digital, and commercial partnerships
- Modernise and optimise the Post Office Network to reduce cost to serve - a firm path to achieve commercial sustainability

### Priority 3

#### Capture Growth Opportunities

- Extend existing capabilities into new logistics opportunities
- Enhance yields in property assets including asset enhancement for SingPost Centre



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, S\$30 million to boost processing capacity

Consolidation of parcel sortation at eCommerce Logistics Hub beyond 2026

AI-enabled route planning

	Existing Operating Model	Improved Operating Model
Digital Services	Few online services; limited by technology stack and infrastructure	Mobile-enabled services built on new digital capabilities
Processing Capabilities	Manual downstream sortation; rigid inter-hub conveyance	Enhanced automation with autonomous vehicles and robotics
Delivery Network	Fixed physical infrastructure, network and labour	AI-enabled route optimisation
Cost Impact	Largely fixed and inflexible cost structure	Variable and more flexible cost structure that scales with new opportunities

# 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

**Trusted delivery to every letterbox every day across Singapore**

# Logistics & Letters

## New Business Segments to Capture Growth



### Diversify beyond eCommerce and Unlock New Revenue Streams

#### MARKET EXPANSION

- Handle sensitive, high-trust logistics
- Domestic B2B/enterprise market
- Sector partnerships expansion, e.g. healthcare and government agencies
- Cross-border partnerships



#### SERVICE EXPANSION

- ~1 million sq ft of industrial space across properties
- Maximise operational space, warehousing capacity and expand value-added solutions



#### CUSTOMER EXPANSION

- Largest postal and logistics fleet to support multi-purpose logistics
- Fulfilment capability spanning warehouse-to-store
- Customer-focused solutions



# Post Office Network On a Firm Path Towards Commercial Sustainability

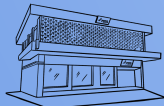
## Transforming into a Self-Sufficient, Fit-for-purpose Operation

### Reducing Cost to Serve

- Optimise post office footprint
- Implement digital solutions to increase convenience for the public
- Maintain approximately 40 manned and unmanned touchpoints to ensure public accessibility
- Pilot asset-lite 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



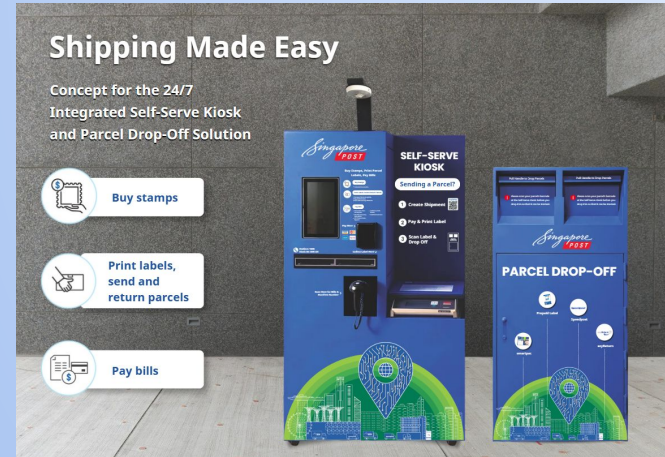
# Post Office Network

## Transforming Customer Experience: Automation and Self-Serve



### Showcasing the Future of Post Office Autolobbies

- Maintain the same level of postal services through automation
- 24/7 access for greater convenience and ease of use



### Autolobby Features

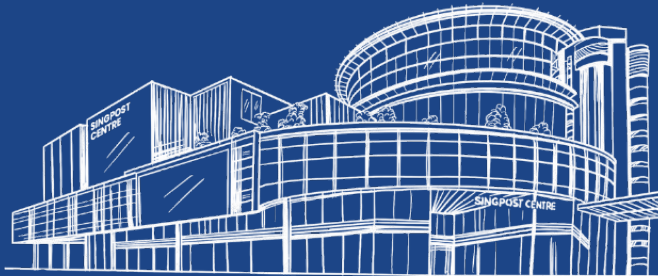
- Buy Stamps
- Print Shipping Labels
- Pay Bills
- Weigh Items
- Drop off & Return Parcels

# 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**

- Improve efficiency ratio and optimise trade mix, supported by strategic capital investment
- Execute asset enhancement to maximise capital value, with architect appointed

# Property Assets

## Maximising Value from Property Footprint

### SingPost's Other Property Assets Offer Opportunities for Repurposing and Maximising Yields

Selected Post Office sites may be partially leased to third parties to maximise value, with others reviewed for longer-term opportunities





**Isaac Mah, CFO**

*Singapore*  
**POST**

# Financial Overview and Trajectory

## Strong Financial Capacity to Execute the Strategy

1

### Financial Stabilisation

Improving performance and  
operating cash flows



2

### Strong Liquidity Position

Strong balance sheet with  
approximately S\$600 million  
in liquid assets



3

### Building Capabilities for Growth

Strong financial capacity to  
meet debt obligations and  
fund growth plans



# Achieve Long-term Growth Through Disciplined Capital Allocation

1

## Capital Expenditure

- Reinvest in business for growth
- Strengthen core fundamentals, including technology and automation



2

## Strategic Inorganic Initiatives

Complementary with existing  
businesses for growth



3

## Shareholder Returns

Committed to dividend policy  
(30-50% payout of Underlying  
Net Profit)



## Financials

- Reduce cost to serve by >10% in Logistics & Letters
- Modernise and optimise Post Office Network - a firm path to achieve commercial sustainability
- Improve the rental yields and valuation of SingPost Centre
- Generate healthy operating cash flows

## Business and Infrastructure

- Expand into new logistics opportunities
- Enhance delivery network with AI, AVs and automation
- Maintain post office presence with a mix of manned and unmanned touchpoints
- Transform technology infrastructure over next 3 years



## Closing Remarks

*Making Every Delivery Count for People and Planet*



# Positioning 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**



# Thank You

*Making Every Delivery Count for People and Planet*

