

A large-scale version of the Singapore POST logo is displayed on the blue facade of a building. The word "Singapore" is in white cursive, and "POST" is in white inside a red box.

28th Annual General Meeting

16 July 2020



The following presentation contains forward looking statements by the management of Singapore Post Limited (“SingPost”) relating to financial trends for future periods, compared to the results for previous periods.

Some of the statements contained in this presentation that are not historical facts are statements of future expectations with respect to the financial conditions, 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that could cause actual results, performance or events to differ materially from those in the statements as originally made.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 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.

- FY2019/20 Financial Performance
- Key Developments
- Moving Forward



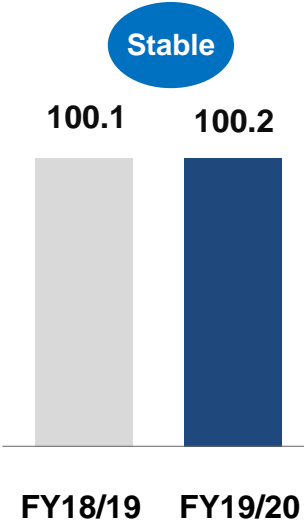
Overview – FY2019/20

Revenue

S\$M



Underlying net profit

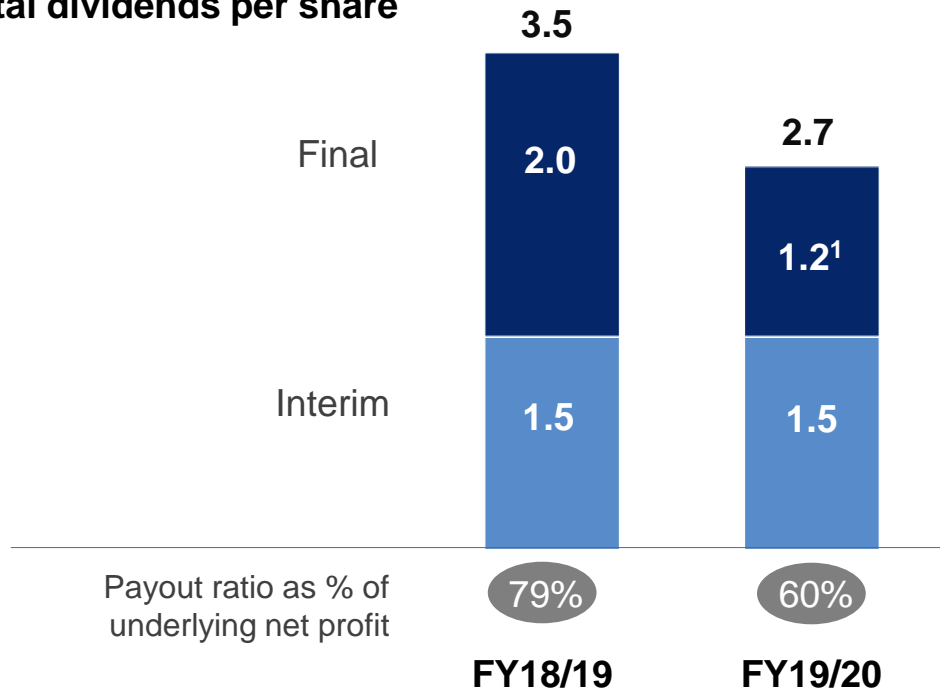


Stable underlying net profit

Total dividends of 2.7 cents for FY2019/20

S¢

Total dividends per share



For the financial year ended 31 March 2020, the Board is proposing a final dividend of 1.2 cents per share.

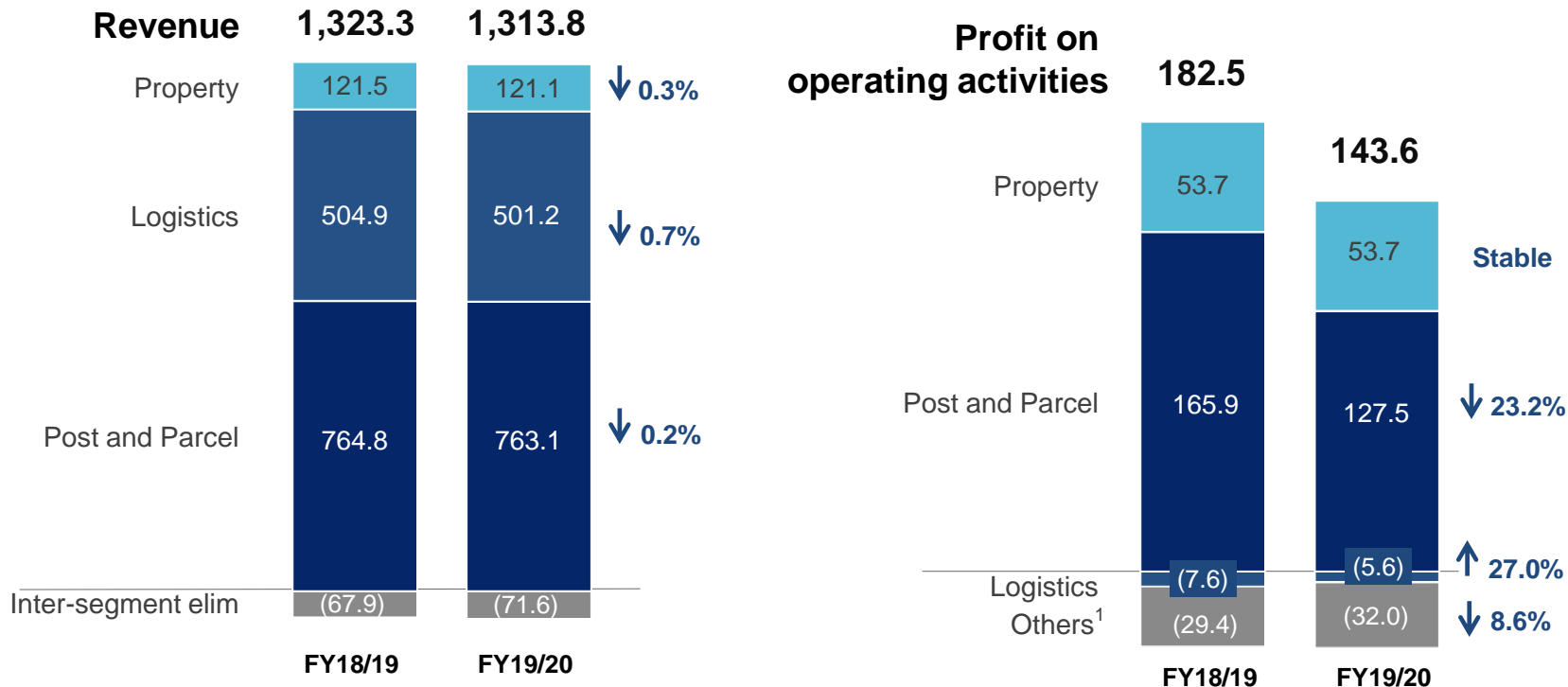
Including the interim dividends paid, total dividends for FY19/20 would be 2.7 cents, which represents a payout ratio of 60% of underlying net profit.

1. Subject to shareholders' approval at the Annual General Meeting

FY19/20 segment revenue and POA (Continuing operations)



S\$M



1. Refer to unallocated corporate overhead items and trade-related foreign currency translation differences.

Free cash flow and financial indicators

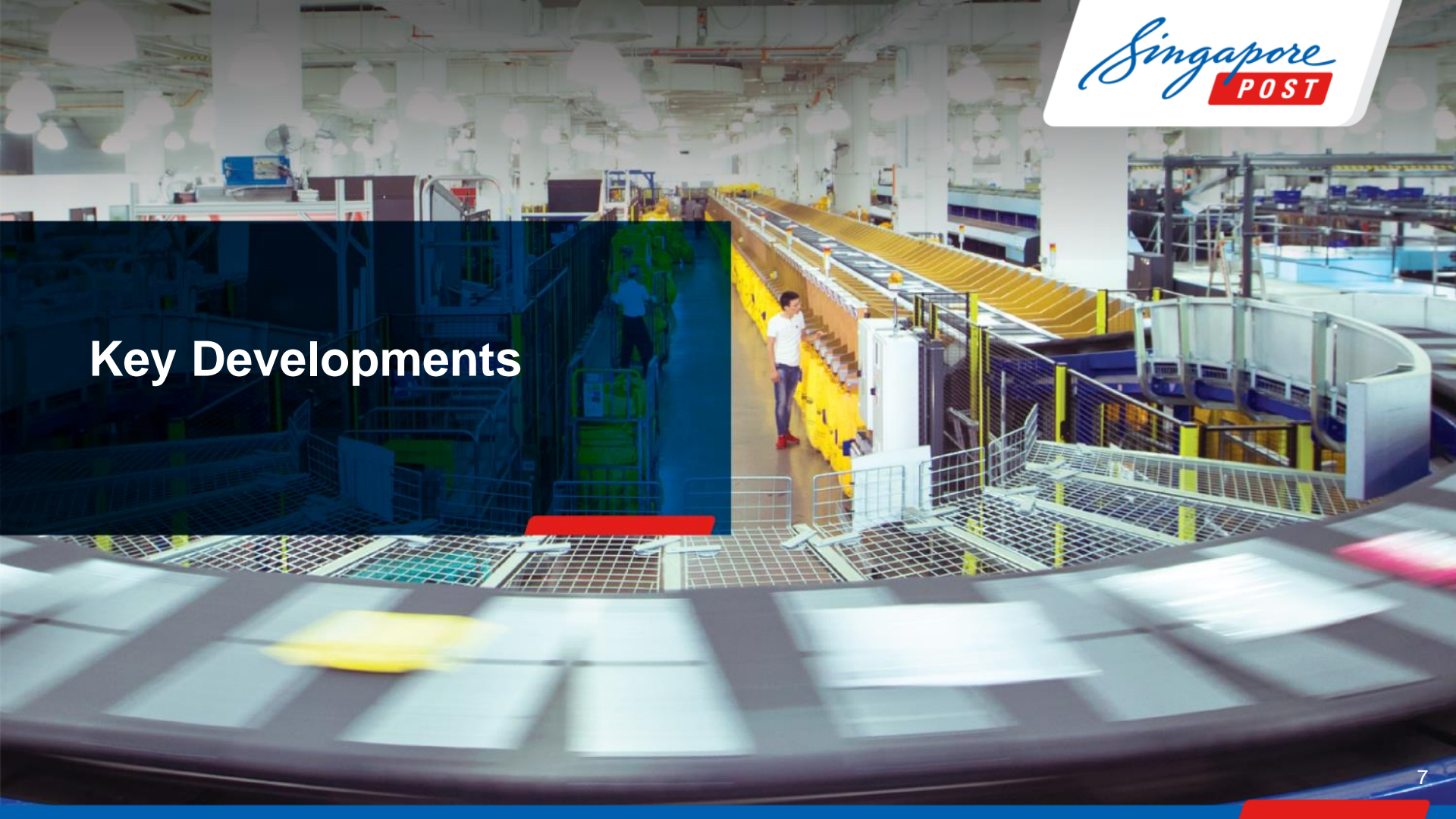
| S\$M | FY18/19 | FY19/20 |
|---|---------|--------------|
| Net cash provided by operating activities | 152.2 | 183.2 |
| Capital expenditure | (31.3) | (27.1) |
| Free cash flow | 120.9 | 156.0 |

Higher free cash flow from improved operating cash flow and lower capex

| S\$M | As at Mar 2019 | As at Mar 2020 |
|--|----------------|----------------|
| Cash & cash equivalents at end of financial period | 392.2 | 493.0 |
| Borrowings | 290.9 | 364.4 |
| Net cash / (debt) position | 101.3 | 128.6 |

Improved net cash position from higher cash balance

Key Developments





A step nearer to the Future of Post

- Smart Letterbox prototype unveiled in September 2019
- Public trial to commence in late 2020 in two estates
- Expected nationwide roll-out to be announced after trial



Increasing Public Trust with MyPostman

- Extensive improvements to operations and customer-centric processes
- Rating platform, *mypostman.com*, for members of public to know and rate their postman
- Improved Net Promoter Score (NPS), greater service reliability



Revenue Growth

- Quantum Solutions reduced losses for the second successive year
- Streamlined product portfolio and relooked processes to drive revenue growth



Transforming For The Future

- New cross-border IT platform to be implemented; using greater data visibility to drive business decisions
- Continual focus on eCommerce, to ride the emerging boom across Asia-Pacific



SingPost Centre Mall & Office Tower

- Occupancy
- Mall footfall

>99%

↑ 17%



Investing in Green Initiatives

Lights at SingPost Centre, eCommerce Logistics Hub and Kallang Delivery Base have been replaced with LED lamps



Challenges on all fronts



- Manpower constraints and cost pressures to house Malaysian team members



- Delays in international shipments due to lack of air connectivity
- Increased terminal dues since Jan 2020



- Accelerated drop in letter mail volumes
- Domestic Admail volumes severely disrupted



- Falling footfall at SingPost Centre Mall
- Rental pressures expected

Well-being of staff and customers our priority

- Strict temperature taking and team segregation regime
- Mandatory wearing of PPE for all staff
- Increased cleaning regime for all operational areas & customer touchpoints
- Safe management measures at post offices



New Normal post COVID-19

- Increased digitalisation of services & processes
- Increased delivery to letterboxes
- Contactless doorstep deliveries



#HereWithYou



Giving back to the community in difficult times

Masks Sewn with Love

Partnering People's Association to provide free delivery for masks sewn by public for those in need



BYOB Clean

Partnering Temasek Foundation to deliver pamphlets to 1.5 million households to collect their free hand sanitisers



Speedpost medical deliveries

Partnering National Healthcare Group to deliver medicine to homes



Moving Forward



1 Deploying Smart Urban Logistics to Dominate in Singapore

Future of Post - Transforming the national postal system to be THE national delivery infrastructure and network to move and distribute all goods beyond postal items

Create a global eCommerce Superhub on a Singapore platform – working with partners to develop an ecosystem that drives Singapore as a global eCommerce distribution superhub

2 Build an Integrated B2B2C Network to Tap Growing Demand

Build a strong B2B2C network to exploit growing demand for integrated supply chains, including:

Exploring M&A opportunities in Singapore & beyond

Creating a second home market - targeting a sizeable eCommerce market with high growth potential and adoption in the Asia-Pacific region

3 Renewed Focus on Property to Optimise and Grow Returns

Property to play a bigger role - generate significant earnings, while serving as an asset to enable other businesses

Unlocking value on significant Property assets including SingPost Centre

Thank You

