

# CHAIRMAN'S MESSAGE



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## DEAR SHAREHOLDERS,

Financial Year 2025/26 (FY2025/26) was a significant year of transition for SingPost marked by strategic portfolio consolidation, a renewal of the Board, and a new CEO at the helm. Geopolitical tensions and evolving trade patterns continued to dominate the global macroeconomic environment. Throughout this period, the Board has been focused on stabilising leadership, driving disciplined capital allocation and structurally positioning the Group to deliver long-term, sustainable growth.

## BOARD RENEWAL AND LEADERSHIP APPOINTMENTS

The Board made a clear commitment to conclude our comprehensive Board renewal process, establish and strengthen our management bench, and initiate a new strategy for the Group. This past year, the Board delivered on those priorities to align our leadership capabilities with our commercial ambitions.

Following our Annual General Meeting in July 2025, the Board was reconstituted to bring together expertise across global logistics, finance, digital technology, and corporate governance. The diverse range of skills and experience strengthens the Board's ability to provide effective oversight as SingPost navigates a complex operational shift.

Effective 1 November 2025, the Board appointed Mark Chong as our new Chief Executive Officer. The Board chose Mark for his extensive international track record in large-scale transformations and corporate operations, giving him a clear mandate to lead SingPost's next chapter.

## STRENGTHENED FINANCIAL POSITION

The Board endorsed major strategic initiatives designed to improve capital efficiency and recycle proceeds toward core strategic priorities.

Key milestones achieved during the financial year include:

- **Capital Recycling:** We unlocked capital from selected property assets through the sale<sup>1</sup> of 10 HDB Post Office shophouses for S\$55.5 million.
- **Unwinding Alibaba Group Cross-Shareholdings:** Cross-shareholdings were unwound, resulting in the sale of 4PX<sup>2</sup> and the cessation of the Quantum Solutions JV.
- **Divestment of Famous Holdings group and Quantum Solutions entities:** The Group sold the freight forwarding business for approximately S\$180.9 million and realised a gain on disposal of S\$6.5 million. Various regional Quantum Solutions entities were also divested.

These measures place us in a strong net cash position as we move into the new financial year, enhancing our liquidity and providing the necessary reserves to fund growth plans.

<sup>1</sup> Pending completion as at 31 March 2026  
<sup>2</sup> Shenzhen 4PX Information and Technology Co., Ltd. ("4PX")

## STRATEGIC OVERSIGHT

The Board has worked closely with management to develop the Strategy Update launched in May 2026 when we released the financial results of FY2025/26. The updated strategy announces the Group's response to structural shifts in the postal and logistics sectors with clear directions and targeted deliverable outcomes.

The Board has set the strategic priorities across SingPost's three operating segments to drive performance:

- **Logistics & Letters:** Shifting to an improved, variable operating model, scaling capacity via automation, and expanding into new high-trust segments and new service offerings.
- **Post Office Network:** Optimising our physical network footprint to grow revenues and reduce costs in order to achieve commercial sustainability.
- **Property Assets:** Capitalising on long-term redevelopment opportunities, securing steady cash flows, and evaluating asset enhancement to maximise yield.

This means we will retain SingPost Centre to anchor our earnings as we repair the Logistics & Letters business and drive the Post Office Network towards commercial sustainability, in the current uncertain geopolitical environment.

Digitalisation underpins all three strategic priorities. We will invest in technology to maintain adequate touchpoints to serve the public and provide greater ease of doing business for our enterprise customers.

## SHAREHOLDER RETURNS AND FINANCIAL RIGOUR

The Board's proposal of a final dividend of 0.06 cents per share for FY2025/26 is consistent with our dividend policy.

In addition, following a comprehensive review of accounting guidelines and processes concerning international settlements with overseas postal administrators, the Group derecognised S\$38.1 million in aged trade payables that had remained unclaimed for over seven years. The Board is proposing a supplemental dividend of 0.41 cents per share, derived from the net-of-tax derecognition of aged trade payables.

This brings the total proposed dividend for the year to 0.47 cents per share, subject to shareholder approval at our upcoming 34<sup>th</sup> Annual General Meeting.

## THE SUSTAINABILITY FRAMEWORK

The Board holds management accountable to pursue commercial growth of the Group in a socially responsible and environmentally sustainable manner. Sustainability is integrated directly into our long-term strategy through three core pillars:

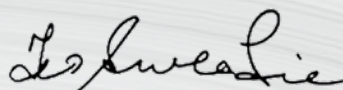
- **Cherishing Our Planet:** The Group has made measurable progress in reducing its environmental footprint, including the successful electrification of 60% of our domestic delivery fleet and the implementation of a strict Green Procurement Policy to govern sourcing decisions across our operations.
- **Culture of Trust:** We maintained the highest standards of governance and had no recorded incidents of corruption, fraud, or unethical behaviour during the year. We have also made progress in leadership diversity, with women now representing 36% of our senior management team.
- **Cultivating Our Communities:** Our community focus is embedded in our business approach. Today, 80% of Singapore's population remains within a ten-minute walk of a SingPost touchpoint, ensuring public accessibility and that we stay part of the nation's social fabric.

## LOOKING AHEAD

The operating environment is still uncertain, and we expect global macroeconomic challenges to persist in the near term. What has fundamentally changed is SingPost's readiness: we enter the new year as a leaner organisation, with a stronger balance sheet and a sharper, more focused strategy.

As we move forward, the Board will continue to work closely with management to ensure disciplined execution of our strategy, prudent capital allocation, and strong governance. We are building a solid foundation for SingPost's future growth.

On behalf of the Board, I would like to thank our shareholders, management team, employees, union partners, and stakeholders for their continued commitment and trust.



**TEO SWEE LIAN**  
Chairman of the Board, SingPost