FINANCIAL REVIEW AND OUTLOOK

GROUP	Financial Year ended 31-Mar **2026** **S$'000**	 2025 S$'000	 Change %
Revenue	**376,052**	489,070	(23.1)
Operating profit	**11,772**	37,867	(68.9)
Share of profit of associate companies and a joint venture	**70**	519	(86.5)
Profit after tax from continuing operations	**62,019**	235,021	(73.6)
Exceptional items, net of tax (1)	**19,224**	225,840	(91.5)
Derecognition of aged trade payables	**38,102**	–	N.M.
Net profit attributable to equity holder	**60,875**	245,141	(75.2)
Underlying net profit (2)	**10,651**	24,757	(57.0)
Basic earning per share (S cents)	**2.22**	10.41	(78.7)
Underlying earnings per share (S cents) (2)	**-0.01**	0.62	N.M.

(1) Exceptional items comprised one-off items such as asset impairment, fair value changes on investment properties, fair value loss on put option redemption liability, gains or losses on sale of subsidiaries and property, plant and equipment, M&A related expenses and others.
(2) Underlying net profit is defined as net profit before exceptional items (net of tax), derecognition of aged trade payables (net of tax) and non-controlling interests. Earnings per share – underlying net profit has been re-presented to exclude the underlying net profit attributable to perpetual securities holders of the Company.
N.M. Not meaningful

Management has determined the operating segments based on the reports reviewed by the Chief Executive Officer, Chief Operating Officer, and Chief Financial Officer ("Chief Operating Decision Maker" or "CODM") that are used to make strategic decisions.

From 1 April 2025, the Group's segment reporting has been changed to reflect the Group's new business structure by key business segment instead of its market segment.

SingPost Group classifies the reporting of business units into three key business segments, namely Logistics and Letters, Post Office Network and Property Assets.

- ***Logistics & Letters*** segment comprises:
  - (a) post and parcel related activities which encompass the collection, sortation, transportation and distribution of domestic and international mail and parcels;
  - (b) eCommerce logistics, warehousing, fulfilment and distribution services; and
  - (c) others such as financial services.
- ***Post Office Network*** segment comprises agency services, sale of products and rental of space in post offices.
- ***Property Assets*** segment comprises property rental and related activities in property held, excluding those from Post Office Network.

Corporate comprising unallocated corporate overhead items.

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REVENUE	Financial Year ended 31-Mar 2026 S$'000	2025 S$'000	Change %
Logistics & Letters	**303,454**	423,093	(28.3)
Post Office Network	**11,161**	12,586	(11.3)
Property Assets	**80,707**	79,124	2.0
Inter-segment eliminations*	**(19,270)**	(25,733)	(25.1)
Total Revenue	**376,052**	489,070	(23.1)

* inter-segment eliminations relate to the elimination of inter-segment billings for internal services to better reflect the profitability of each business segment.

OPERATING PROFIT / (LOSS)	Financial Year ended 31-Mar 2026 S$'000	2025 S$'000	Change %
Logistics & Letters	**(6,103)**	35,831	N.M.
Post Office Network	**(10,682)**	(14,721)	(27.4)
Property Assets	**45,222**	44,986	0.5
Corporate#	**(16,665)**	(28,229)	(41.0)
Total operating profit	**11,772**	37,867	(68.9)

\# Corporate refers to unallocated corporate overhead items.
N.M. Not meaningful

GROUP PERFORMANCE

For the financial year ended 31 March 2026, the Group recorded revenue of S$376.1 million, a decline of 23.1% YoY from S$489.1 million. While Property Assets posted revenue growth, this was offset by lower revenues from the Logistics & Letters and Post Office Network segments. As a result of the lower operating performance, operating profit fell 68.9% YoY from S$37.9 million to S$11.8 million.

More details on the revenue and operating profit performance of the segments are provided below.

1. Logistics & Letters

Logistics & Letters segment comprises post and parcel related activities which encompass the collection, sortation, transportation and distribution of domestic and international mail and parcels. It also comprises eCommerce logistics, warehousing, fulfilment and distribution services, as well as others such as financial services.

Logistics & Letters revenue decreased by 28.3% YoY to S$303.5 million (FY24/25: S$423.1 million), reflecting a difficult operating environment. While domestic eCommerce delivery showed growth, Logistics & Letters revenue performance was impacted by continued decline in letter mail and the international eCommerce delivery volumes. This was partly mitigated by the domestic postage rate increase effective 1 January 2026.

The Group continued to focus on capturing market share and driving domestic eCommerce volume. This resulted in volume growth of 8.1% YoY.

The International eCommerce delivery business, however, faced a challenging landscape of US tariff volatility, de minimis regulatory changes and geopolitical instability, as well as tough competitive pressures. Consequently cross-border eCommerce volumes fell by 57.9% YoY.

Letter mail volumes continued to drop across the domestic and international businesses, declining 13.5% and 21.7% YoY respectively.

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The Group has undertaken cost management measures to align with the lower cross-border business activity. This, coupled with the corresponding decline in volume related expenses, reduced segment operating costs by 20.1% YoY.

On the back of the difficult business conditions, Logistics & Letters recorded an operating loss of S$6.1 million compared to a profit of S$35.8 million in the prior year.

2. Post Office Network

Post Office Network segment comprises agency services, sale of products and space rental in post offices.

Revenue from the Post Office Network declined by 11.3% YoY to S$11.2 million from S$12.6 million. Higher rental income from post office properties partially mitigated the drop in revenue from agency services.

The cessation of several post office operations helped to reduce the segment's operating expenses by 20.0% YoY.

As a result, operating loss was reduced to S$10.7 million from S$14.7 million.

3. Property Assets

Property Assets include rental and related activities in property held, excluding those from post offices.

Revenue from Property Assets grew by 2.0% YoY to S$80.7 million (FY24/25: S$79.1 million) on the back of higher rental income from SingPost Centre, which accounted for the bulk of the segment's revenue and profit.

Overall occupancy rate at SingPost Centre, was higher at 99.4% as at 31 March 2026 compared to 98.2% as at 31 March 2025.

Operating profit increased by 0.5% YoY to S$45.2 million (FY24/25: S$45.0 million). The increase was largely due to higher rental income from SingPost Centre during the financial year.

4. Corporate

Corporate, which refers to unallocated corporate overheads, declined as the Group aligned its cost base with its streamlined operating footprint following the divestment of the Australia business in March 2025. Corporate overheads were lower by 41.0% YoY at S$16.7 million (FY24/25: S$28.2 million).

Operating Expenses

The Group reduced operating expenses on the back of the decline in international business volumes and its cost management measures. Operating expenses amounted to S$365.4 million, a decline of 19.3% YoY (FY24/25: S$452.7 million).

Labour and related expenses decreased by 6.6% YoY to S$178.7 million (FY24/25: S$191.4 million). The decline was largely due to reduced headcount and contract labour with the streamlining of the Group's operations.

Volume-related expenses include conveyance costs and outpayments for international postal terminal dues. In tandem with the reduction in international delivery volumes, volume-related expenses declined by 50.0% YoY to S$66.1 million (FY24/25: S$132.2 million).

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Administrative and other expenses dropped by 13.2% YoY to S$82.7 million (FY24/25: S$95.3 million). This was largely due to lower professional fees, IT access charges, and other general administrative expenses.

Depreciation and amortisation expenses decreased by 3.8% YoY to S$30.7 million (FY24/25: S$32.0 million). This was largely due to lower right-of-use depreciation and as certain assets such as an IT system and furniture and fittings were fully depreciated.

Selling-related expenses increased by 41.6% YoY to S$3.3 million (FY24/25: S$2.4 million).

Impairment loss on trade and other receivables amounted to S$3.9 million compared to a reversal of S$0.4 million in the prior year.

Other Income

Other income amounted to S$1.1 million compared to other income of S$1.5 million in the prior year due to reduction in trade-related exchange gains.

Share of Profit of Associated Companies and Joint Venture

Share of loss of associated companies and a joint venture was lower at S$0.1 million compared to S$0.5 million in the prior year. The decline was due to the absence of contributions from Dash and Morning Express which were sold in December 2024 and July 2025 respectively.

Exceptional Items

Exceptional gain was S$19.2 million, largely consisting of net gains on disposal of subsidiaries and associated company, and fair value gain on investment property, partially offset by loss on disposal of property, plant and equipment.

Derecognition of Aged Trade Payables

The Group has derecognised certain aged trade payables amounting to approximately S$38.1 million relating to international settlements with overseas postal administrators for international deliveries. Aged trade payables balances exceeding a 7-year threshold are derecognised following a review process. Accordingly, aged balances which relate to periods prior to 1 January 2019 were derecognised during the financial year.

Investment Income (net)

Investment income was S$10.5 million (FY24/25: S$6.3 million). The increase was due to higher interest income on larger cash balances arising from proceeds of the Group's divestments.

Finance Expenses

Finance expenses dropped by 60.3% YoY to S$10.6 million (FY24/25: S$26.7 million).The Group had repaid its Australian dollar denominated borrowings in March 2025 from a portion of the proceeds from the divestment of the Australia business.

Income Tax Expenses

Income tax expenses decreased by 19.3% YoY at S$7.1 million (FY24/25: S$8.8 million), on the back of the lower profits compared to prior year after the divestment of the Australia business.

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Discontinued Operations

Discontinued operations consist of the Australia business which was sold in March 2025, as well as the freight forwarding businesses of FHPL and RHH, and subsidiaries of QS Group which were sold during the financial year and included in the prior periods.

Loss from discontinued operations amounted to S$2.5 million compared to a profit of S$10.1 million in the prior year.

Net Profit

Net profit attributable to equity holders was S$60.9 million compared to S$245.1 million in the prior year. Earnings in both financial years were largely lifted by exceptional gains. The Group also derecognised aged trade payables amounting to S$38.1 million in FY25/26.

Underlying net profit amounted to S$10.7 million, a 57.0% YoY decrease from S$24.8 million in the prior year. This was largely attributable to the challenging operating conditions in the Logistics and Letters segment, and a loss from discontinued operations of S$2.5 million compared to a S$10.1 million profit last year.

	Financial Year ended 31-Mar		
CASH FLOW	**2026 S$'000**	2025 S$'000	Change %
Net cash (used in)/generated from operating activities	**(12,315)**	77,759	N.M.
Net cash provided by investing activities	**78,033**	538,117	(85.5)
Net cash used in financing activities	**(231,975)**	(396,194)	(41.4)
Net (decrease)/increase in cash and cash equivalents	**(166,257)**	219,682	N.M.
Cash and cash equivalents at beginning of year	**696,420**	476,738	46.1
Effects of currency translation on cash and cash equivalents	**4,190**	–	N.M.
Cash and cash equivalents at end of year	**534,353**	696,420	(23.3)
Free cash flow	**(28,027)**	26,671	N.M.
Cash capital expenditure as a percentage of revenue	**4.2%**	10.4%	
Additions to property, plant and equipment	**15,712**	51,088	(69.2)

Cash Flow

Operating cash flow before working capital changes was lower at S$47.6 million compared to S$181.7 million in the prior year, due to the absence of contributions from divested businesses. Changes in working capital of S$45.5 million were largely due to movements in trade and other payables. This, together with higher income tax paid largely attributed to SingPost, FHPL and RHH, led to negative operating cash flow of S$12.3 million.

Net cash flow from investing activities amounted to S$78.0 million, compared to S$538.1 million in the prior year. The decrease was attributed to lower proceeds from the disposals of subsidiaries which amounted to S$640.3 million in the prior period from the divestment of Australia business.

Net cash used in financing activities was S$232.0 million, compared to S$396.2 million in the prior year. The decrease was mainly due to the special dividend distribution to shareholders of S$202.6 million. Other outflows included distribution to perpetual securities holders, interest payments and repayment of principal portion of lease liabilities.

Cash and cash equivalents were lower at S$534.4 million, compared to S$696.4 million as at 31 March 2025, largely due to the above movements.

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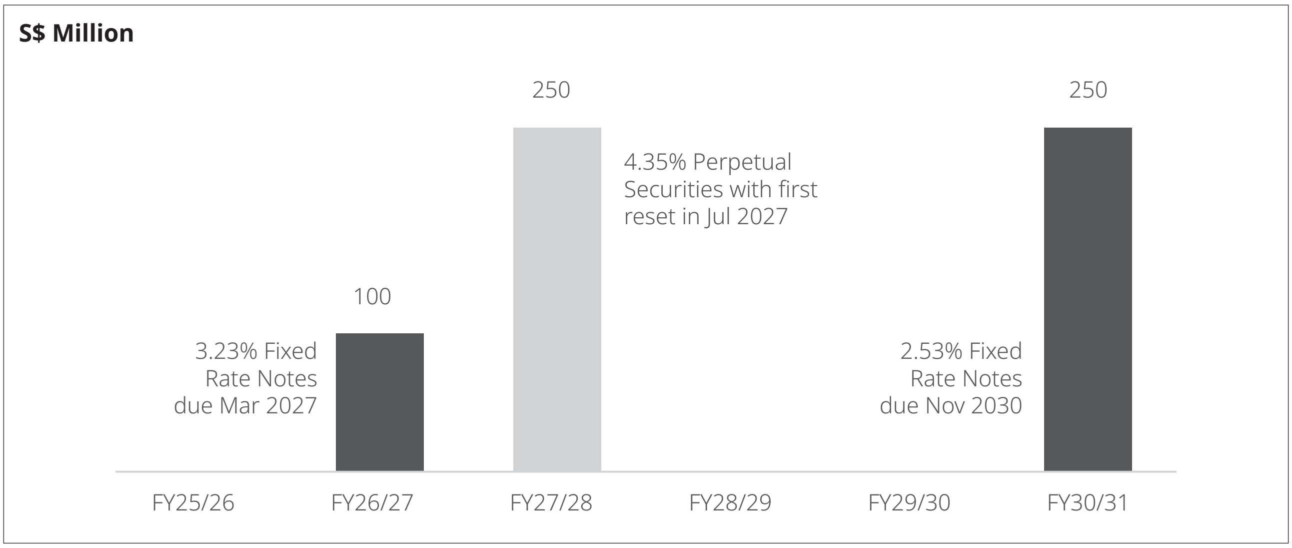
CAPITAL MANAGEMENT

The Company's capital management philosophy is centered on maintaining a prudent yet robust capital structure that supports its strategic growth objectives while ensuring financial resilience. This framework provides the flexibility to meet financial commitments and navigate evolving market conditions while prioritising capital efficiency and the enhancement of shareholder value through disciplined financial stewardship.

	Financial Year ended 31-Mar		
GROUP DEBT AND PERPETUAL SECURITIES	**2026 S$'000**	2025 S$'000	Change %
Total debt	**349,651**	349,559	0.0
Cash and synthetic deposits	**603,813**	696,420	(13.3)
Net cash	**254,162**	346,861	(26.7)
Total shareholders' equity	**1,426,218**	1,607,478	(11.3)
Perpetual securities	**251,504**	251,504	–
Net cash / (debt) plus perpetual securities to total shareholders' equity (%)	**0.2%**	5.9%	
EBITDA to finance expenses (number of times)	**9.4**	11.1	

SingPost MTNs and Perpetual Securities



The S$100 million Medium Term Notes will mature in March 2027. The Company is evaluating its capital management options with the objective of maintaining a robust liquidity position while optimising its debt maturity profile.

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Dividend

SingPost's dividend policy is to pay out 30% to 50% of Underlying Net Profit annually.

DIVIDEND	Financial Year ended 31-Mar Cents per share
Interim Dividend	0.08
Proposed Final Dividend	0.06
Proposed Supplemental Dividend	0.41
Total dividends paid and proposed in relation to FY2025/26	**0.55**

Note Proposed Final Dividend and Supplemental Dividend are subject to shareholders' approval at the 34th Annual General Meeting

OUTLOOK

The Group is focusing on strengthening its fundamentals, building scalable new capabilities, and delivering disciplined value creation – as laid out in its strategy update announced on 14 May 2026. It is modernising its technology infrastructure and digital capabilities to drive operational excellence, enhance customer experience and unlock growth opportunities.

In the Logistics & Letters business, SingPost is transitioning to an improved operating model over the next few years to navigate shifts in demand. By integrating AI and automation, the Group aims to reduce the cost to serve by more than 10%. Simultaneously, the Group is leveraging its core competencies and last mile advantage to broaden opportunities in logistics such as warehousing and value-added solutions.

With respect to the Post Office Network, SingPost aims to drive value by optimising its footprint and operations, improving rental income of the post office properties and developing new revenue streams. The Group is on a firm path to achieve commercial sustainability for the Post Office Network.

SingPost Centre remains a cornerstone of the Group's Property Assets business. The Group will retain SingPost Centre and leverage the government's longer-term blueprint for the Paya Lebar region to reap potential value enhancing opportunities for the benefit of shareholders. In the near term, the Group is evaluating plans to enhance SingPost Centre to improve efficiency and yield.

Underpinning its strategy is the Group's commitment to prudent capital management, ensuring the financial flexibility to fund its capex requirements and investment opportunities while balancing shareholder returns. The Group aims to maintain a dividend payout ratio of 30% to 50% of underlying net profit.

The Group continues to actively monitor broader macroeconomic and geopolitical developments to ensure operational resilience and agility.