

POST OFFICE NETWORK

Following the Group's reorganisation on 1 April 2025, the Post Office Network was established as a standalone business segment. This transition reflects the strategic importance of our physical infrastructure, reimagining the traditional post office as a vital, multi-functional touchpoint for essential services, eCommerce logistics, and community connectivity.

For the full year ended 31 March 2026, Post Office Network revenue fell 11.3% to S\$11.2 million. However, this segment narrowed operating losses by 27.4% to S\$10.7 million as the Group optimised its physical footprint.

OPTIMISING THE RETAIL FOOTPRINT

FY2025/26 was a transformative year for the network as we unlocked value from our property portfolio while ensuring service continuity. In alignment with modern consumer habits and evolving transactional needs, SingPost right-sized the brick-and-mortar footprint down to 40 active post office locations islandwide, compared to 43 in the prior period.

These disciplined footprint adjustments significantly lowered structural costs and overheads, improving the segment's ongoing commercial viability while ensuring SingPost continues to fully satisfy public convenience across core heartland communities.

Throughout the year, SingPost remained focused on right-sizing the network to align with modern consumer habits and evolving service needs. This disciplined approach has improved operational efficiency, narrowed segment losses, and ensured our retail presence remains both commercially viable and able to fulfil our national service obligations.

SUPPORTING NATIONAL INITIATIVES: SINGTEL SDS EXERCISE

The Post Office Network continues to play a vital role in supporting national initiatives and large-scale community exercises. In early 2026, the Group partnered with Singtel and the CPF Board to facilitate the Singtel Special Discounted Shares (SDS) exercise.



As part of this exercise, which involved over 600,000 SDS holders, SingPost served as a key physical touchpoint for holders who chose to visit in person for share-related enquiries and transactions, lending in-person support to less digitally savvy SDS holders. This collaboration underscores the network's importance as a trusted and accessible service provider for essential financial and government-linked transactions.

ENHANCING THE NETWORK AS A LOGISTICS ASSET THROUGH STRATEGIC PARTNERSHIPS

The Post Office Network is increasingly serving as a critical node in the logistics value chain, bridging the gap between traditional mail and eCommerce. A key driver of this evolution is the deepening of strategic partnerships that leverage SingPost's nationwide infrastructure.

A significant development during the year was the expansion of the partnership with Cheers, the convenience store chain under NTUC FairPrice Group. This collaboration enables the Group to extend its reach through POPStop counters and parcel collection points within Cheers outlets, providing residents with greater flexibility for parcel drop-offs and returns outside of traditional post office hours. This integration of postal services into the retail environment enhances convenience while supporting the Group's goal of a more agile and distributed service network.

Furthermore, the partnership with DHL Express was extended across the entire post office network following a successful pilot. This provides customers with convenient access to international shipping services closer to their homes and workplaces. Similarly, the expansion of FedEx parcel drop-off services to all post offices further demonstrates the network's utility as a trusted logistics hub.

DIGITAL INNOVATION AND CUSTOMER CONVENIENCE

In line with the Group's Strategy Update, the Post Office Network is advancing through technology to improve service delivery and efficiency. The focus has shifted towards providing more self-service options and 24/7 accessibility to meet modern consumer expectations.

The total number of customer touchpoints has grown to about 2,500 nationwide, integrating physical post offices with an extensive network of parcel lockers and partner collection points.

To support customers navigating new US trade regulations, the network serves as a convenient channel for cross-border shipping. By offering standardised packaging and upfront duty and tax collection at the counter, post offices have simplified the shipping process for retail customers.

BUILDING A SUSTAINABLE MODEL

As SingPost moves forward, the Post Office Network remains an integral part of its identity. By combining disciplined cost management with a focus on high-value logistics and retail partnerships, the segment is well-positioned to support the Group's broader transformation into a technology-driven logistics leader while continuing to provide essential connectivity across Singapore.

