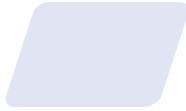


A pair of hands is shown from the bottom, cupping a small, vibrant green plant with several leaves. The plant is set against a background of a glowing digital grid with various lines and points of light, suggesting a connection between nature and technology. The overall scene is illuminated with a warm, golden light, creating a sense of hope and future growth.

GEARING UP FOR THE FUTURE

Sustainability
Report
2025/26



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BOARD STATEMENT

[2-17, 2-22, 2-23, 2-24]

Dear Stakeholders,

This year has been one of consolidation, focused on strengthening the foundations laid over the past several years and ensuring that our sustainability commitments remain practical, credible and aligned with our long-term direction. The operating environment continues to evolve, shaped by a fast-changing global landscape, geopolitical uncertainty, economic realignment and ongoing disruptions across supply chains. Global logistics networks continue to be influenced by trade tensions, market fragmentation, new climate-related regulations, and evolving expectations of customers. In navigating this, SingPost has focused on maintaining stability and reinforcing the areas that matter most to our resilience.

In May 2026, SingPost outlined its strategy for growth that will guide its path forward in the coming years. As a responsible business steward, sustainability continues to remain key to our focus as we find innovative ways to decouple business growth from emissions growth.

PREPARING FOR FUTURE CHALLENGES

To position ourselves better for the challenges ahead, we have completed our inaugural double materiality assessment. This assessment provides clearer insight into the issues most significant to SingPost and our stakeholders. Notably, *Responsible Supply Chain* and *Community Engagement* emerged as matters of ongoing importance – areas that we will maintain visibility and governance over alongside our refreshed material priorities. These findings have informed our prioritisation and the refreshed sustainability targets introduced in this report.

Guided by our double materiality assessment, we have refined our approach to better reflect stakeholder priorities, and strengthened how we manage both internal and external impacts across the organisation. The new material topics are reorganised under our three key sustainability pillars: Cherishing Our Planet, Culture of Trust and Cultivating Communities. This realignment drives greater cohesion throughout the organisation, guiding our commitment to environmental responsibility, strong governance and social impact.

Cherishing Our Planet now centres on Environmental Action and Resilience, with Responsible Supply Chain kept in view as an area of ongoing importance. Culture of Trust reflects our governance focus of Ethical, Responsible and Transparent Business Practices alongside Data Privacy and Cybersecurity. Our newly formed Cultivating Communities pillar includes Customer Experience, Employee Engagement and Talent Practices, Health and Safety, with Community Engagement as an area of ongoing importance. This new chapter provides a more integrated lens on how we support our people, customers and the wider community.

CHERISHING OUR PLANET

Our environmental priorities are now consolidated under a single material topic: **Environmental Action and Resilience**. This consolidation brings together our previous focus areas – Climate Action and Resource Efficiency – into a single, more holistic topic that reflects how these issues are interconnected. We also advanced our climate strategy by aligning our actions with a developing climate transition plan, which outlines our pathway to achieving our long-term emissions reduction ambition.

This year, we expanded our emissions reporting with the completion of our full Scope 3 inventory, covering all relevant categories. During the year, SingPost underwent significant operational and structural changes, including the divestment of entities such as Famous Holdings Pte Ltd. With the reporting of a full Scope 1, 2 and 3 emission inventory for the first time this year, we have taken the opportunity to set a new base year for our emissions to FY2025/26 to better represent our operations and track our climate progress moving forward. We have also taken the opportunity to review our near-term and long-term targets, reflecting material shifts in global climate standards. We have aligned our approach to target a 90% absolute reduction by FY2050/51, consistent with science-based target expectations and net-zero definitions, and introduce a more ambitious near-term target of 63% reduction in Scope 1 and 2 emissions by FY2035/36. For Scope 3 emissions, we are targeting a near-term target of 37.5% reduction by FY2035/36.

During the year, we continued to lower our Scope 1 and 2 emissions by 6% from FY2024/25 through ongoing decarbonisation efforts. Even as we transition to a new base year, our progress

remains strong. Against our original FY2018/19 baseline, we have reduced Scope 1 and 2 emissions in Singapore by 35%, reflecting steady decarbonisation across our Singapore operations.

Progress continued across our three decarbonisation levers: electrifying our fleet and operations, expanding renewable energy adoption with preparatory work for solar PV installation underway, and deepening supplier engagement and advocacy. We sustained our multi-year programme of improving the environmental performance of our properties, adding solar panels and advanced environmental sensors across the network. Our water stewardship efforts expanded through education and water-efficient fittings, while we continued to drive waste reduction across our postal and logistics operations through increased recycling of our operational waste and food waste initiatives.

In advancing a *Responsible Supply Chain*, we continued embedding sustainability into our procurement and supplier management processes. Our Green Procurement Policy was rolled out to guide responsible purchasing decisions, while partnerships such as the continued rollout of the Queen Bee Enabled Sustainability Transition (QUEST) programme helped uplift SMEs in our supply chain. Through capability building and practical guidance, QUEST supports suppliers in developing carbon inventories and beginning their own decarbonisation journeys, contributing to a more climate resilient supply chain.

CULTURE OF TRUST

Within our ***Culture of Trust*** pillar which prioritises the principle of good governance, we strengthened our commitment to ethical, responsible, and transparent business conduct. This included updates to our fraud, whistleblowing, anti-money laundering and international sanctions compliance frameworks. We also enhanced our data protection practices through an updated Group Privacy Foundation. These efforts reinforce our dedication to safeguarding stakeholders and maintaining strong governance standards.

CULTIVATING COMMUNITIES

Under ***Cultivating Communities***, we continued to invest in the safety and wellbeing of our employees and customers, while expanding the accessibility and reach of our services across Singapore. We strengthened customer experience through service excellence, as reflected in the 86 accolades received at the Singapore Retailers Association's Excellent Service Award 2025. Our POPStop network expanded significantly, extending to all manned Cheers outlets and increasing staffed pickup and drop-off points islandwide. Collaborations—such as the expanded partnership with FedEx—further widened our service footprint. We also trialled new ways to bring postal services closer to residents through SingPost@MyBlock. Through these

initiatives, we have built approximately 2,500 service touchpoints to ensure most of our customers are within 10 minutes of a postal point.

Safety, wellbeing, and capability development remain central to how we support our people. We enhanced workplace safety through the use of our central safety system, which enables improved incident reporting, monitoring, and follow-up. Daily Safety Moments and regular EHS meetings further embed a strong safety culture across the organisation, complemented by strategic oversight from our EHS Steering Committee. We continue to maintain our ISO 45001 and ISO 14001 certifications this year, reinforcing our systematic approach to both occupational health and safety and environmental management.

Employee wellbeing remains a priority. Beyond ongoing internal wellness initiatives, SingPost also supported mental health awareness within our workforce and the wider community, including our participation in the annual Cheng San World Mental Health Day event, where care packages were distributed to residents. Internally, we delivered targeted wellbeing interventions and virtual seminars to encourage a healthier and more supportive workplace environment.

Our community engagement approach continues to focus on deepening our role in the community through education and social welfare partnerships. We launched

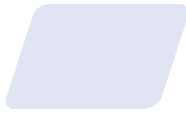
the Young Philatelists School Programme with Sengkang Green Primary School as a pilot, an initiative designed to nurture curiosity in heritage and culture in the young.

IN CONCLUSION

We have continued to make steady progress in aligning our sustainability report to the International Sustainability Standards Board (ISSB) IFRS S1 and S2 standards. Our data governance process has improved over the years as we focus on increasing data accuracy and traceability. We continued building our readiness for ISSB-aligned reporting, focusing on improving data quality and tightening governance processes. To support the credibility and transparency of our disclosures, we undertook external assurance of our Scope 1 and 2 emissions, enhancing the rigour of our reporting.

On behalf of the Board, we thank our employees, partners, customers, and stakeholders for their continued trust. Your support enables us to stay grounded, disciplined, and committed to building a resilient, responsible, and forward-looking SingPost.

Board of Directors, SingPost



SUSTAINABILITY HIGHLIGHTS FY2025/26

CHERISHING OUR PLANET



Refreshed mid and long term climate targets. SingPost targets to reduce Scope 1 and 2 emissions by

63%

and Scope 3 emissions by

37.5%

by FY35/36 from a FY25/26 base year



6%

reduction of absolute scope 1 and 2 Greenhouse Gas (GHG) emissions from FY2024/25



60%

of delivery fleet electrified

26%

waste diversion rate from landfill



Implemented a **Green Procurement Policy** to guide procurement decisions

CULTURE OF TRUST



0

incidences of corruption, unethical behaviour# and fraud incidents

Unethical behaviour refers to non compliance with regulations concerning the health and safety impacts of SingPost's products and services, product and service information and labelling, and marketing communications



36%

of women representation in senior management

0

significant fines or non-monetary sanctions relating to non-compliance with laws and regulations



CULTIVATING COMMUNITIES



Expanded our service touchpoints to about

2,500,

ensuring

80%

of Singapore's population can reach a SingPost touchpoint within

10 minutes

or less



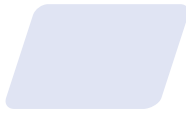
86

SingPost employees attained the Excellent Service Award (EXSA) including **9 Star, 18 Gold, and 59 Silver** awards

Received the **Workplace Safety and Health (WSH) Award** for Supervisors and recognition at the **Singapore Road Safety Awards 2025**



Introduced the **Young Philatelists School Programme** to foster cultural heritage appreciation and educational growth among the youth



ABOUT THE REPORT

Singapore Post Limited (SingPost) is proud to present the FY2025/26 Sustainability Report which reflects our continuous commitment to building long-term trust with stakeholders through our sustainability initiatives. Our Sustainability Report provides an overview of our Environmental, Social, and Governance activities, keeping our stakeholders informed on our sustainability performance and progress towards our targets. This report should be read in conjunction with our Annual Report for FY2025/26, which covers our financial performance and activities over the past year. All monetary values in this report are presented in Singapore Dollars unless otherwise specified.

REPORTING SCOPE

[2-1, 2-2, 2-3, 2-6]

SingPost has been committed to sustainability reporting on an annual basis since 2017. This report encompasses the period from 1 April 2025 to 31 March 2026 (FY2025/26) and includes historical data for comparative analysis where applicable.

This report continues to encompass the activities of SingPost, our key subsidiaries and associated companies.

REPORTING FRAMEWORK

[2-5]

This report has been prepared in compliance with SGX-ST Listing Rules 711A and 711B, following the guidance provided in Practice Note 7.6 This report is also prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021, with relevant disclosure references in the GRI Content Index on pages 114 to 117. The GRI standards were chosen for its international recognition as a leading framework for communicating sustainability impacts.

Building on our FY2024/25 efforts to prepare for ISSB disclosure requirements, which build on the TCFD framework, we continue to strengthen our climate-related reporting practices. In addition, since initiating ISSB preparation and reporting with reference in FY2024/25, this year marks a continued progression toward full ISSB alignment. These insights will inform our strategic business responses and enhance transparency in our disclosure.

The internal review of the sustainability reporting process continues to be embedded within SingPost's annual internal audit plan, as approved by

the Audit Committee, ensuring robust governance and accountability. Detailed information about the reporting standards and frameworks can be found on pages 100 to 117.

In FY2025/26, we undertook an internal review of selected environmental data supported by an external consultant. Observations and opportunities for improvement were identified as part of this review along with recommendations to enhance the reporting process. We have since implemented these recommendations to strengthen data accuracy and accountability.

To hold ourselves to a higher standard of accountability and transparency, we have engaged Bureau Veritas Quality Assurance Pte Ltd to carry out a limited external assurance on disclosed data related to Scope 1 greenhouse gas (GHG) emissions, Scope 2 GHG emissions and energy consumption. The independent limited assurance statement can be found on pages 118 to 119. These efforts place us ahead of prevailing regulatory requirements, demonstrating our proactive stance on strengthening governance and transparency.

Throughout this report, we have provided tags on the side when a disclosure aligns with a relevant GRI disclosure(s). Each of these tags will include a standard and its correlated disclosure.

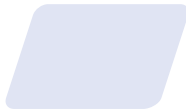
An example is provided below:

STANDARD # —● **XXX-YY**

FEEDBACK

[2-3]

In our commitment to sustainability and stakeholder engagement, we welcome feedback from our stakeholders to enhance our sustainability efforts. Your input is valuable, and we encourage you to share comments and suggestions by contacting us at csr@singpost.com.



ABOUT SINGPOST

[2-1, 2-6]

MAKING EVERY DELIVERY COUNT FOR PEOPLE AND PLANET

At SingPost, our purpose of “Making Every Delivery Count for People and Planet” continues to guide our strategy and actions. Since the establishment of postal services in Singapore in 1858, we have consistently evolved and innovated to deliver best-in-class integrated logistics solutions and services that meet the changing needs of our customers and communities.

Today, SingPost operates a diverse portfolio spanning national and international logistics services, warehousing, fulfilment, first- and last-mile deliveries, and cross-border solutions. Serving customers in over 220 destinations worldwide, SingPost is headquartered in Singapore and employs approximately 2,600 individuals.

Listed on the Main Board of the SGX-ST since 13 May 2003, SingPost remains committed to creating long-term value for our stakeholders. For details on our substantial shareholders, please refer to our Annual Report FY2025/26.



OUR PURPOSE
Making Every Delivery Count for People and Planet



OUR VISION
Connecting People, Communities and Commerce



OUR MISSION
To Deliver Trusted Postal, Logistics and Digital Services through Integrated Physical and Technology Platforms

OUR VALUES

CUSTOMER-CENTRIC

We prioritise customer needs; we exceed expectations with reliable service.

AGILE

We respond quickly to change; we adapt processes and embrace flexibility.

DISCIPLINE

We uphold professional standards; we adhere strictly to procedures for quality.

EXCELLENCE

We achieve the highest standards; we continuously improve efficiency and service.

TECH & DATA-DRIVEN

We utilise technology and data to optimise decisions and enhance experience.

SAFETY

We protect people, assets, and information; we ensure a safe environment.



ACCOUNTABILITY

We take responsibility for our actions and results; we deliver on commitments.

TEAMWORK & TRANSPARENCY

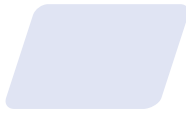
We collaborate openly, share resources, and communicate clearly to build trust.

INTEGRITY

We act with honesty and ethics in every interaction to maintain trust.

OWNERSHIP

We take personal responsibility for the organisation's success and outcomes.



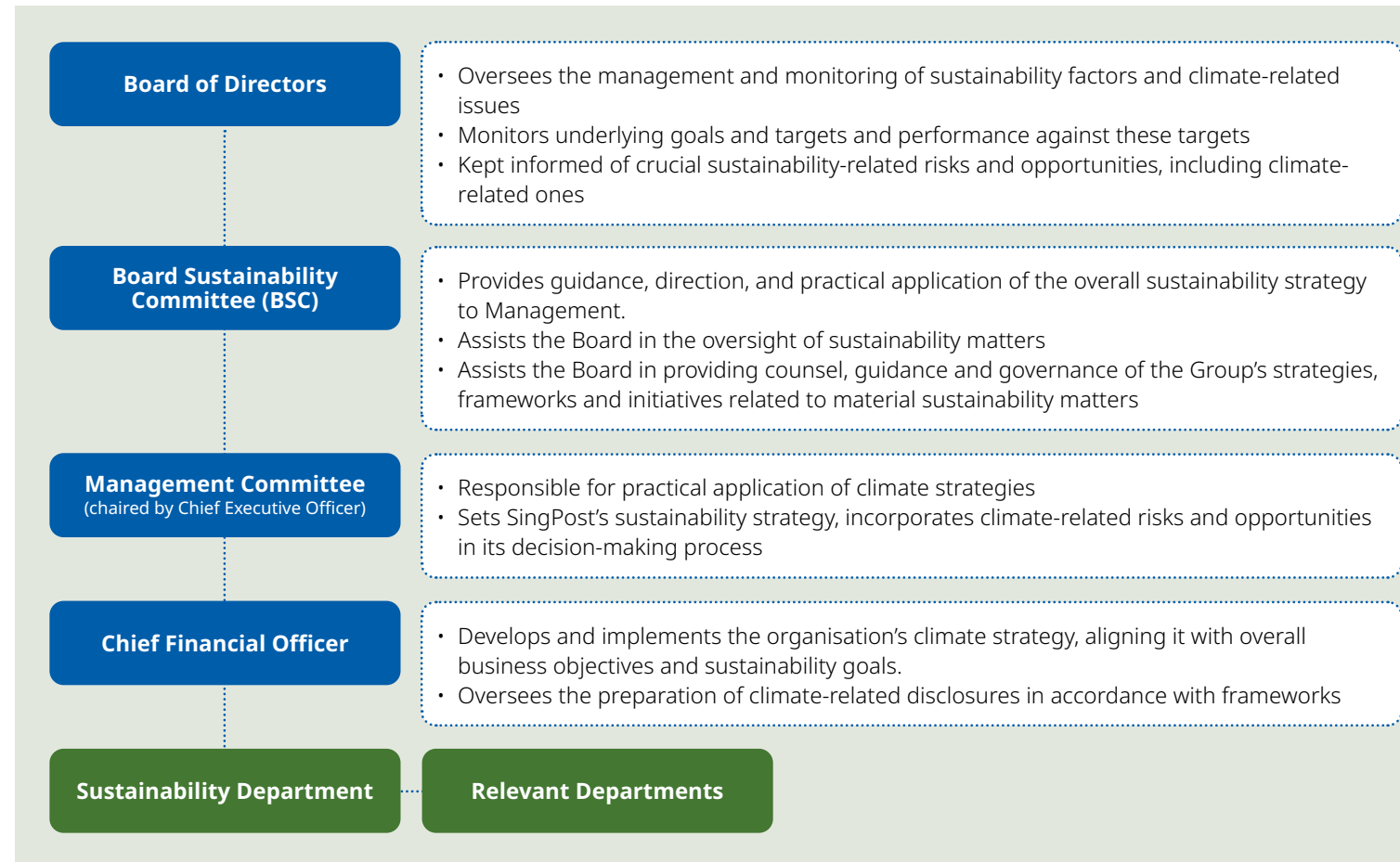
SUSTAINABILITY AT SINGPOST

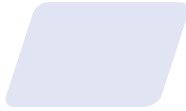
At SingPost, we are committed to sustainability in our operations and work closely with our stakeholders to implement responsible practices across our value chain. We prioritise building trustworthy relationships with our partners and uphold our commitment to environmental stewardship in all activities. These principles underpin our dedication to sustainable growth and creating long-term value for our stakeholders.

SUSTAINABILITY GOVERNANCE

[2-9, 2-12, 2-13, 2-14, 2-17, 2-25]

Every member of the SingPost team plays a crucial role in enhancing the sustainability of our operations.





Sustainability governance at SingPost provides the framework for integrating sustainability considerations into our corporate strategy and operations. This structure enables systematic management of sustainability risks and opportunities, strengthens accountability, and supports long-term resilience and growth. More details on roles and responsibilities can be found in the respective terms of reference [here](#).

Our governance model is operationalised through a multi-tiered structure that ensures oversight, strategic direction and effective implementation across the organisation. The Board of Directors holds the ultimate responsibility for sustainability integration and climate-related considerations within business strategy. The Board is regularly updated on material sustainability issues, performance against targets, and emerging regulatory requirements to ensure informed decision-making. These considerations are presented to the Board via the Board Sustainability Committee (BSC) at least four times a year.

Execution of sustainability strategy is led by the Chief Executive Officer (CEO) and the Management Committee. The Chief Financial Officer (CFO) is a sitting member of the Management Committee and is responsible for a dedicated Sustainability team. This team drives sustainability integration across business units, ensures compliance with global

reporting frameworks, and oversees the preparation of climate-related disclosures in accordance with international standards.

To reinforce accountability, sustainability performance is embedded into management KPIs and linked to remuneration through the Enterprise Balanced Scorecard. These mechanisms ensure sustainability remains a strategic priority and a performance-driven commitment across all levels of leadership.

BOARD COMPETENCIES

To address the complex challenges of a dynamic business environment, the Board regularly evaluates its composition. The Board is committed to cultivating a diverse balance of skills, industry experience and perspectives necessary to support the organisation's growth and business objectives.

To that end, the Board has completed mandatory sustainability training in line with SGX requirements, equipping members to guide management on sustainability strategy, compliance, risk mitigation, and climate-related opportunities. The Board also has extensive experience managing sustainability related issues, ensuring a strong oversight on SingPost's sustainability material matters. At BSC meetings, updates on new regulatory requirements and global sustainability trends are provided to ensure proactive governance.

RISK MANAGEMENT

To build long term resilience, SingPost recognises that sustainability related risks and opportunities are interconnected with the broader business landscape. This includes SingPost's response to climate related risks and opportunities (CRROs). As such, sustainability risks are not managed in silos, but fully embedded in SingPost's Enterprise Risk Management (ERM) framework.

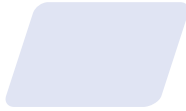
With robust governance as the bedrock of our risk management strategy, our enterprise risks (which includes our material sustainability risks) are regularly monitored and presented to the Board Risk and Technology Committee (BRTC). The BRTC assists the Board in fulfilling its oversight responsibilities on risk management as outlined in our Annual Report.

SingPost follows a systematic process in identifying, assessing and prioritising sustainability risks:

- Risk Identification: Sustainability risks that can affect our operations, assets and value chain are identified over the near and long term. For climate-related risks, this includes both physical risks (both acute and chronic) and transition risks (arising from policy, legal, technology, market and reputational shifts).

- Risk Analysis: The identified risks are assessed based on the probability of their occurrence and the magnitude of their potential impacts to the business. Where applicable, various climate scenarios are layered on the analysis to stress test and evaluate the overall resilience of our business
- Risk Evaluation: The material sustainability risks are evaluated using the same standardised risk matrix as other enterprise risks, allowing us to prioritise and allocate our mitigation resources in managing these risks.

Designated risk owners across the organisation are responsible for implementing mitigation strategies in lowering the levels of the material sustainability risks. Key Risk Indicators (KRIs) and implementation of effective controls are continuously tracked and reported to the BRTC. This integration ensures that we remain agile in navigating the uncertainties of an evolving economy and environmental vulnerabilities, while remaining nimble in taking advantage of the opportunities that may arise from a global green transition.



MATERIALITY ASSESSMENT

[2-12, 2-14, 3-1, 3-2]

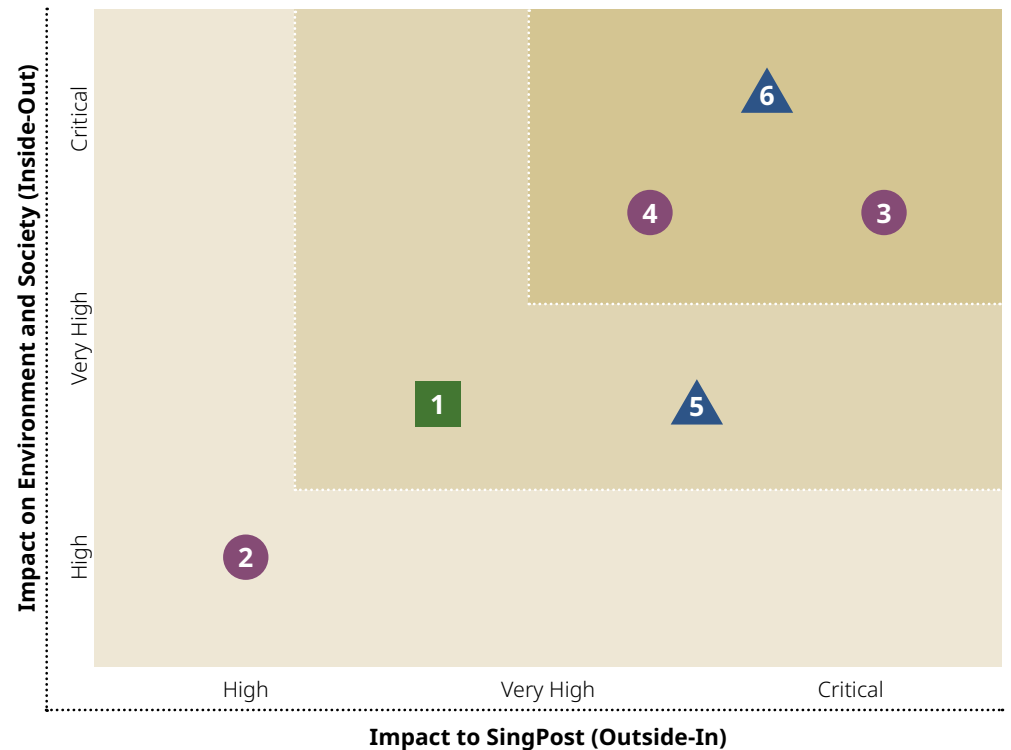
In FY2024/25, SingPost conducted a double materiality assessment exercise with support from an external sustainability consultant to better align with global reporting practices, including the IFRS S1 and S2 Standards. The assessment adopted both an 'outside-in' lens - evaluating how external sustainability factors may impact our business - and an 'inside-out' lens, examining how our operations affect the economy, environment, and society. This approach provides stakeholders with a comprehensive view of SingPost's most significant sustainability-related risks and opportunities from both financial and non-financial perspectives.

The assessment was carried out in two key phases. First, we undertook a scoping exercise to identify a long list of potential

material topics through an extensive review of industry sustainability indicators and peer disclosures. Following this, the topics were prioritised through stakeholder engagement via surveys and interviews with relevant external and internal stakeholders to determine their relevance and significance. The resulting prioritised list was then reviewed and endorsed by SingPost's Management Committee and Board of Directors.

Through this process, six material matters were identified as our top priorities requiring focused action. In addition, Community Engagement and Responsible Supply Chain were recognised as matters of ongoing importance. Aligned with these material topics, we also refreshed our sustainability targets, which are presented in the Sustainability Framework section on pages 12 to 14.

SINGPOST MATERIALITY MATRIX



SingPost's Sustainability Pillars

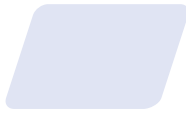
- Cherishing our Planet
- Cultivating Communities
- Culture of Trust

MATERIAL MATTERS

- 1 Environmental Action and Resilience
- 2 Employee Engagement and Talent Practices
- 3 Health and Safety
- 4 Customer Experience
- 5 Ethical, Responsible and Transparent Business Practices
- 6 Data Privacy and Cybersecurity

MATTERS OF ONGOING IMPORTANCE

- Community Engagement
- Responsible Supply Chain



SUSTAINABILITY FRAMEWORK

[3-1, 3-2, 3-3]

As part of our efforts towards meeting its sustainability targets, SingPost adopts a sustainability framework designed to address our material matters and integrate our sustainability strategy throughout the organisation. This framework enables us to align our actions with our Purpose of “Making Every Delivery Count for People and Planet” to inspire employees to contribute to a more sustainable future.

Our vision is driven by three strategic pillars: Cherishing Our Planet, Culture of Trust and Cultivating Communities. Each pillar is linked to its respective material matters and matters of ongoing importance and mapped to the United Nations Sustainable Development Goals (UN SDGs). This alignment reflects our commitment to advancing global sustainable development in a systematic and measurable way through our sustainability strategy and framework.

PURPOSE

Making Every Delivery Count for People and Planet



PILLARS

Cherishing Our Planet

Sustaining a liveable planet for future generations

- Environmental Action and Resilience

Culture of Trust

Doing the right things for our stakeholders

- Ethical, Transparent and Responsible Business Practices
- Data Privacy and Cybersecurity

Cultivating Communities

Delivering value to our communities and customers

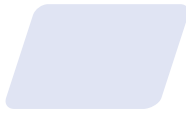
- Customer Experience
- Employee Engagement and Talent Practices
- Health and Safety
- Community Engagement

MATERIAL MATTERS

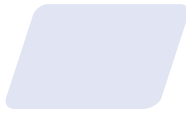
MATTERS OF ONGOING IMPORTANCE



ALIGNMENT WITH UN SDGS

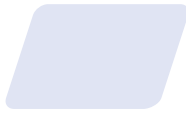




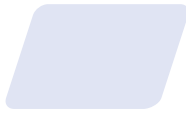
MATERIAL TOPIC	UN SDGS	RISKS AND OPPORTUNITIES	TARGETS
CHERISHING OUR PLANET			
Environmental Action and Resilience		<p>Risks: Climate strategy – Physical climate-related impacts on operations and assets; transitional impacts on business</p> <p>Water and Waste – Increasing regulations on packaging use and disposal; consumer demand for environmentally friendly, low-waste alternatives; inefficient processes leading to wastage and higher cost of operations</p> <p>Opportunities: Climate strategy – Integrate climate risk into risk management; develop physical and transitional climate risk assessment and adaptation plans to build resilience; build emissions reduction plans to support limiting warming to <1.5°C; changing customer preferences for green products</p> <p>Water and Waste – Adopt a circular economy by reducing resource use, and using reusable, recyclable products and materials to ensure proper end-of-life management; building effective and efficient operations to ensure proper end-of-life management; attracting like-minded customers who demand sustainable packaging and lower carbon deliveries</p>	<ul style="list-style-type: none"> • Reduce Scope 1 and 2 emissions by 63% from a FY25/26 baseline year by FY35/36 • Reduce Scope 1, 2 and 3 emissions by 90% from a FY25/26 baseline year by FY50/51 • Reduce Scope 3 emissions by 37.5% from FY25/26 baseline by FY35/36 • Achieve a Waste Diversion rate from landfill of 30% by FY30/31
Responsible Supply Chain (Matter of Ongoing Importance)		<p>Risks: Violation of socio-environmental laws/standards by third party vendors resulting in material adverse impacts on SingPost's operations and misalignment in socio-environmental commitments</p> <p>Opportunities: Engage third-party vendors with a demonstrated commitment to good sustainability practices by assessing their sustainability performance during pre-qualification; raise awareness and influence them to adopt sustainability principles and practices to develop their resilience to emerging sustainability expectations</p>	N/A



MATERIAL TOPIC	UN SDGS	RISKS AND OPPORTUNITIES	TARGETS
CULTURE OF TRUST			
<p>Ethical, Responsible and Transparent Business Practices</p>		<p>Risks: Non-compliance with laws relating to bribery, anti-corruption, fraud, and marketing practices; employee or senior management displays of negative business ethics with clients, suppliers, and other stakeholders; brand and reputational impact</p> <p>Opportunities: Ensure compliance with the relevant local laws; build an ethical culture within the Group as well as build trust amongst business partners, investors, and customers</p>	<ul style="list-style-type: none"> • Uphold the highest standards of responsible business practices, with zero tolerance for corrupt, unethical behaviour and fraud • Provide annual training on anti-bribery and anti-corruption for 100% of full-time employees • No significant fines or non-monetary sanctions relating to non-compliance with laws and regulations • Maintain at least 30% of women workforce representation in senior management
<p>Data Privacy and Cybersecurity</p>		<p>Risks: Non-compliance to data protection laws, data theft, operational disruptions from the breach of critical information infrastructure; low customer-trust levels leading to less information sharing and loss of customers; fines from data breaches; increased susceptibility of cyber attack</p> <p>Opportunities: Gain competitive advantage by building customer trust</p>	<ul style="list-style-type: none"> • Uphold the highest standards of customer data privacy protection and cybersecurity including compliance with relevant laws



MATERIAL TOPIC	UN SDGS	RISKS AND OPPORTUNITIES	TARGETS
CULTIVATING COMMUNITIES			
Customer Experience		<p>Risks: Low customer satisfaction and loss of customers because of poor product and service quality such as slow delivery, or inability to provide customers visibility of shipments</p> <p>Opportunities: Innovative products and services leveraging digital technology to provide consistent and excellent product and service quality; assess and improve customer satisfaction; product development that caters to socio-environmental aspects that attracts sustainability-conscious customers and partners</p>	<ul style="list-style-type: none"> Exceed Infocomm Media Development Authority (IMDA) Postal Quality of Service (QoS) standards for Singapore as one of the essential services serving the nation. Achieve high service quality and reliability by meeting or exceeding customers' expectations and striving for continual improvement
Employee Engagement and Talent Practices	 	<p>Risks: Employee disengagement and dissatisfaction which may lead to high turnover rates, low productivity and employees lacking required skills</p> <p>Opportunities: Recruit and retain talent by ensuring the physical and mental well-being of employees; build an environment that supports career development and skills advancement, flexible working arrangements</p>	<ul style="list-style-type: none"> Achieve an employee engagement survey completion rate of 70% Improve the year-on-year employee engagement survey score
Health and Safety		<p>Risks: Inherent health and safety vulnerabilities from business operations; raised expectations on health and safety standards by employees, customers and regulators; work stoppages disrupting timely deliveries</p> <p>Opportunities: Safeguarding occupational health and safety through provision of access to healthcare services; looking after employees' mental health and emotional well-being; prioritising safety of all stakeholders for areas within our operational control; upkeep superior safe delivery standards for our customers</p>	<ul style="list-style-type: none"> Achieve zero major work-related injuries (including fatalities) Improve the LTIFR and TRIFR (referring to total recordable injuries in GRI) rate year-on-year
Community Engagement (Matter of Ongoing Importance)	 	<p>Risks: Lack of understanding of the community's current needs and expectations, leading to ineffective community engagement programmes</p> <p>Opportunities: Address community needs in meaningful ways leveraging SingPost's unique capabilities; engage employees and attract talent who value purposeful work; ensure long-term collaboration and participation that can result in positive and extended impacts to the community</p>	N/A



STAKEHOLDER ENGAGEMENT

[2-29, 3-3]

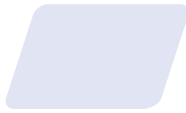
SingPost acknowledges the vital contribution of our stakeholders in driving both business growth and sustainability efforts. Building on the comprehensive stakeholder engagement undertaken during FY2024/25 as part of our double materiality assessment, we maintain active engagement with stakeholders throughout the year. This continuous dialogue helps us stay informed about their changing priorities and interests, while uncovering new

opportunities for collaboration. By taking a proactive approach, we ensure that material matters are effectively managed and aligned with SingPost's sustainability framework.

The table below presents the basis and methods of engagement, along with the key focus areas for each stakeholder group.

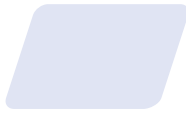
● Regularly ● Monthly ● Quarterly ● Annually ● Ad Hoc

STAKEHOLDERS	BASIS FOR ENGAGEMENT	KEY AREAS OF INTEREST	METHODS OF ENGAGEMENT	FREQUENCY
Shareholders Institutional Investors, Equity and Credit Analysts, Retail Investors and Securities Investors Association of Singapore	<ul style="list-style-type: none"> Allow a better understanding of SingPost's business, operations and financials Update on corporate and strategic developments Reach a wider network of investors to broaden the investor base 	<ul style="list-style-type: none"> Strategy and plans Business performance and sustainability Total shareholder returns, practices and targets for the material sustainability factors 	<ul style="list-style-type: none"> Meetings, investor conferences, and roadshows Briefings for results, business updates and key corporate developments for analysts and investors Annual general meetings Extraordinary general meetings SGX announcements, annual and sustainability reports, circulars, press releases 	● ● ● ● ●
Bankers, debt-holders, credit rating agency	<ul style="list-style-type: none"> Provide a better understanding of SingPost's business and financials Update on corporate and strategic developments 	<ul style="list-style-type: none"> Strategy and plans Business performance and sustainability, cash flows and balance sheet strength 	<ul style="list-style-type: none"> Meetings as appropriate SGX announcements, annual and sustainability reports, circulars, press releases 	● ●
Customers Corporates, Retail Customers, General Public	<ul style="list-style-type: none"> Meet or exceed customer needs; brand loyalty; public and education; adoption of processes and products Provide consistent and high service quality; resolve complaints 	<ul style="list-style-type: none"> Service quality Product and service offerings 	<ul style="list-style-type: none"> Post offices, POPStation and locker network, SingPost app, Customer Care Hotline, e-feedback forms Regular engagement by the sales team Customer satisfaction survey at frontline touchpoints Customer service surveys e.g., Business-to-Business (B2B) and Business-to-Consumer (B2C) customer satisfaction surveys to measure corporate Voice of Customer and Service Quality Engagement with the general public through traditional and digital media platforms Provide convenient access to services with online and offline channels, mobile applications, call centres, and post offices with automated lobbies Conduct Mystery Shopping on our delivery services to ensure compliance of our processes Deploying Quality Checkers round the island to check on the accuracy of delivery, to ensure the highest standard of delivery, accuracy in delivery and compliance to delivery procedure 	● ● ● ● ● ● ● ● ● ●



● Regularly ● Monthly ● Quarterly ● Annually ● Ad Hoc

STAKEHOLDERS	BASIS FOR ENGAGEMENT	KEY AREAS OF INTEREST	METHODS OF ENGAGEMENT	FREQUENCY
Employees Full-time, Contract, and Temporary Workers	<ul style="list-style-type: none"> Ensure understanding and alignment with SingPost's goals and strategy, and update on corporate/strategic developments Empower employees by ensuring their well-being and providing opportunities to learn and upgrade, thereby driving job satisfaction, productivity and staff retention. Ensure a safe and healthy workplace to prevent accidents and injuries, and maintain a healthy working environment 	<ul style="list-style-type: none"> Fair Human Resource (HR) policies and practices Career advancement, learning and development, remuneration and welfare Environment, Health and Safety (EH&S) programmes to achieve employees' safety and well-being at the workplace 	<ul style="list-style-type: none"> Quarterly town hall staff meetings Management Committee meetings Internal announcements and memos from Management Committee Leverage digital tools to engage staff on new programmes and benefits, e.g., intranet updates, HR skills development programme, digital onboarding programme, and webinars EH&S Committee meetings with participation from management, employees, and union representatives Safety inspections at all work sites to improve or maintain high EH&S standards EH&S campaigns to promote safety awareness and improve workplace safety culture 	<ul style="list-style-type: none"> ● ● ● ● ● ● ●
Trade Union Union of Telecoms Employees of Singapore ("UTES")	<ul style="list-style-type: none"> Staff representation, mutual trust and openness Consult and collaborate on workplace decisions 	<ul style="list-style-type: none"> Employee welfare 	<ul style="list-style-type: none"> Dialogues with union representatives 	<ul style="list-style-type: none"> ●
Government/ Regulators IMDA, ICA, MAS, MOM, PDPC, NEA and SGX	<ul style="list-style-type: none"> Adherence to regulators' requirements Contribute towards the public good 	<ul style="list-style-type: none"> Adherence to regulations Service quality standards and obligations as the public postal licensee Prompt redress of complaints by public/customers Collaborations for public interest 	<ul style="list-style-type: none"> Meetings with government agencies and regulator enquiries as appropriate Quality of Service audits Participation in initiatives led by government agencies as appropriate 	<ul style="list-style-type: none"> ● ● ●
International Bodies Universal Postal Union ("UPU")	<ul style="list-style-type: none"> Adherence to regulators' requirements Discuss matters impacting SingPost's interest in international mail distribution system 	<ul style="list-style-type: none"> Obligations as a UPU member Compliance to regulations and service quality standards 	<ul style="list-style-type: none"> Participation in UPU meetings, and relevant working groups and committees as appropriate 	<ul style="list-style-type: none"> ●



● Regularly ● Monthly ● Quarterly ● Annually ● Ad Hoc

STAKEHOLDERS	BASIS FOR ENGAGEMENT	KEY AREAS OF INTEREST	METHODS OF ENGAGEMENT	FREQUENCY
Suppliers Airlines, International Postal Agencies, Delivery Partners, amongst others	<ul style="list-style-type: none"> Meet SingPost's and its stakeholders' requirements Cost efficiency Meet or exceed quality standards and code of conduct 	<ul style="list-style-type: none"> Transparent, fair, and equitable procurement policies Sustainable procurement practices 	<ul style="list-style-type: none"> Tender documents, requirements and briefings (e.g., for Requests for Proposal, Invitation to Quote) Supplier Code of Conduct Queen Bee Enabled Sustainability Transition (QUEST) programme 	<ul style="list-style-type: none"> ● ● ●
Local Communities and Community Partners	<ul style="list-style-type: none"> Contribute towards the well-being of the community 	<ul style="list-style-type: none"> Create positive social impact Promote environmental sustainability 	<ul style="list-style-type: none"> Community initiatives Meetings with community partners and non-profit organisations 	<ul style="list-style-type: none"> ● ●
Partners Business Partners, Community Partners	<ul style="list-style-type: none"> Explore collaborations with partners to create shared value 	<ul style="list-style-type: none"> Partnerships for common goals including those pertaining to sustainability 	<ul style="list-style-type: none"> Regular engagement by relevant business and support units and meetings as appropriate 	<ul style="list-style-type: none"> ●

We place strong emphasis on keeping stakeholders informed through timely updates on our corporate website, www.singpost.com, as well as through dedicated engagement platforms tailored to each stakeholder group, as outlined in the table above. The website is designed to serve diverse audiences—such as customers, media, and investors—by providing easy access to relevant information. Additionally, the “Contact Us” section offers multiple communication channels, including a customer care hotline and a feedback channel.

Beyond our website, we maintain an active presence on social media platforms like LinkedIn, Facebook, and TikTok, offering interactive and accessible ways to connect with stakeholders.

CHERISHING OUR PLANET

STEWARDING ENVIRONMENTAL ACTION FOR A RESILIENT FUTURE

At SingPost, we are committed to building a more resilient organisation and contributing to long-term environmental sustainability across our value chain.

SingPost’s environmental efforts are now aligned under a unified material topic, “Environmental Action and Resilience”, encompassing our work in climate strategy, reduction of GHG emissions, resource efficiency and circularity, and water and waste management.

We continue to advance our climate ambitions through operational improvements and fleet electrification, while maintaining initiatives that promote circularity and responsible resource use. We are also carrying out efforts across our facilities to use water efficiently and reduce waste. Together, these actions drive positive environmental impact and create long-term value for our stakeholders.

- 19 Environmental Action and Resilience
– GHG emissions and energy

- 29 ISSB – Climate scenario analysis
and transition plan

- 40 Resource Efficiency and Circularity
– water and waste

- 47 Responsible Supply Chain

ESG Matter



**Environmental
Action and
Resilience**

Topics of Ongoing Importance



**Responsible
Supply Chain**



ENVIRONMENTAL ACTION AND RESILIENCE

As we look ahead to the coming year, SingPost continues to evolve our business in response to the realities of a changing climate. Following our double materiality assessment, we have strengthened and updated our climate-related targets to better reflect our current operations. Our targets are also revised to be kept relevant with the latest standards in climate science. In effect, they entail deeper emissions reduction in the near term. Our revised long-term target commits SingPost to a 90% reduction in Scope 1, 2 and 3 emissions by FY2050/51, in line with a science-based 1.5°C pathway.

Climate-related risks are increasingly shaping how we make decisions across the organisation. We continue to strengthen our assessment and adaptation measures to ensure our operations, infrastructure and workforce remain resilient as climate risks intensify, with the goal of limiting global warming to below 1.5°C.

TARGETS ¹	FY2025/26 PROGRESS AND PERFORMANCE
Reduce Scope 1 and 2 emissions by 63% from FY2025/26 baseline year by FY2035/36^{1,2}	SingPost has reduced our absolute Scope 1 and 2 GHG emissions collectively by 6% ³ from last financial year and will continue to track emission reduction progress against FY2025/26 baseline.
Reduce Scope 1, 2 and 3 emissions by 90% from FY2025/26 baseline year by FY2050/51¹	SingPost has completed its full Scope 3 GHG emissions inventory this year. Equipped with more comprehensive data, SingPost can make more strategic decisions on decarbonisation.
Reduce Scope 3 emissions by 37.5% from FY2025/26 baseline by FY2035/36	Moving forward, SingPost will report its progress on reducing Scope 3 emissions. We will continue to improve our Scope 3 calculation methodologies to strengthen data accuracy and consistency.
Achieve a Waste Diversion rate from landfill of 30% by FY2030/31	SingPost has achieved a waste diversion rate of 26% in FY2025/26. We are continually seeking ways to improve our processes and systems to improve resource efficiency wherever possible.

1 These targets have been reviewed and refined from previous year targets.

2 SingPost's targets utilise a 'market-based' methodology, reflecting emissions from selected electricity generation sources to catalyse decarbonisation within our value chain through strategic procurement.

3 Progress on Scope 1 emissions reduction does not include fugitive emissions from refrigerants as these were previously not included in our carbon inventory. Commencing in FY2025/26, our Scope 1 emissions reporting will be expanded to include these fugitive emission sources.

CLIMATE STRATEGY: TOWARDS CLIMATE RESILIENCE

SingPost remains committed to transforming our business and operations to strengthen climate resilience and ensure long-term sustainability. We continue to adapt to the evolving technological and regulatory landscape, preparing ourselves to seize the opportunities that may arise as industries start shifting towards a low carbon future.

To enhance our resilience, we have embedded climate-related considerations into our overall risk management framework. This ensures that we effectively advance our climate commitments while achieving economic sustainability across the markets in which we operate.

In line with updated regulatory requirements and our commitment to climate action, we are transitioning towards alignment with the ISSB framework. This transition enhances the robustness of our governance, ensuring a more comprehensive approach to managing climate-related risks and opportunities.

TRACKING CLIMATE METRICS AND PERFORMANCE

[302-1, 305-1, 305-2, 305-3]

We have established key climate metrics and targets and disclosed our performance in accordance with the GRI Standards and GHG Protocol. Our report included fuel and electricity consumption, as well as Scope 1, 2, and 3 emissions across all markets as outlined in the Reporting Scope section on page 6. With recent structural changes, such as divestments of subsidiaries that altered our emissions boundary, and the completion of our full Scope 3 assessment, SingPost has re-baselined its emissions inventory from FY2018/19 to FY2025/26. We also took the opportunity to further expand our Scope 1 inventory to include fugitive emissions from refrigerants which were previously excluded. These developments prompted a review of our near-term targets.

Since the original setting of our climate targets, global definitions of “net-zero” have evolved significantly. Leading frameworks now require deeper absolute emissions reductions, more rigorous baselines, clearer Scope 3 expectations, and lower reliance on offsets. With these internal and external developments, updating our


baseline and targets ensures SingPost’s pathway reflects our most recent operating reality and remains aligned with the latest scientific and standard-setting guidance.

As a result, we have introduced revised climate goals that incorporate a heightened level of ambition. Our updated targets commit to reducing Scope 1 and 2 emissions by 63% and 37.5% for Scope 3 by FY2035/36 from the FY2025/26 baseline⁴. SingPost remains committed to achieving 90% reduction in Scope 1, 2 and 3 emissions by FY2050/51.

In accordance with the GHG Protocol Corporate Accounting and Reporting Standard, emissions from divested entities have been removed from the base year and subsequent years’ inventory. Compared with the restated inventory⁵ from FY2018/19, SingPost achieved 35% reduction in Scope 1 and 2 emissions in FY2025/26. In comparison, SingPost’s reduction in Scope 1 and 2 emissions against the FY2018/19 baseline in FY2024/25 is now 31% with this adjustment in inventory. This demonstrates that our decarbonisation initiatives are effective and that we are on a credible trajectory toward our long-term ambition.

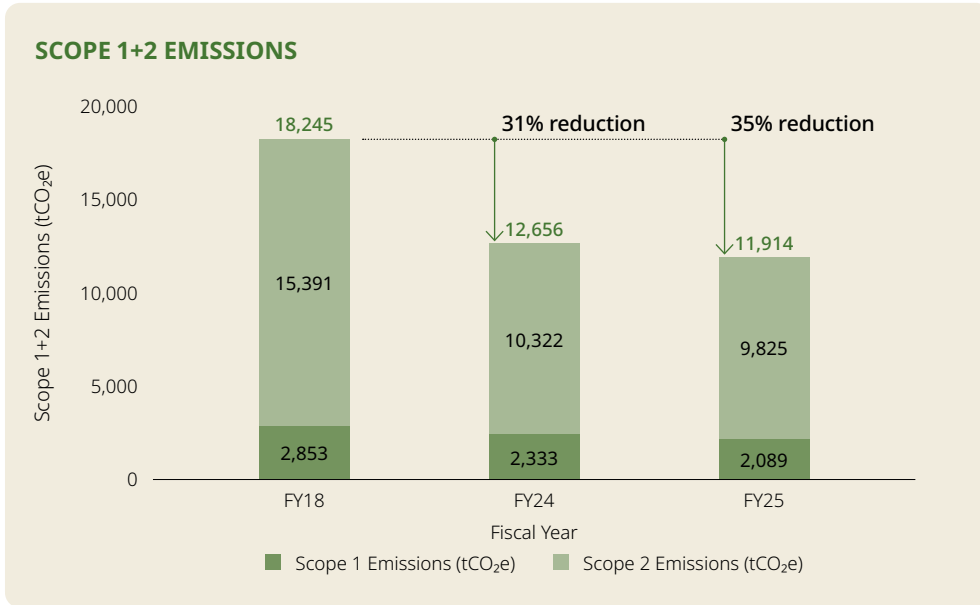
1 tonne of carbon dioxide-equivalent emissions (tCO₂e) is equivalent to a passenger taking

13 round trip flights by economy from Singapore to Kuala Lumpur



Source: International Civil Aviation Organisation (ICAO) Carbon Emissions Calculator

⁴ Previous target was to reduce Scope 1 and 2 emissions by 45%-50% by 2030 to achieve net-zero (Scope 1 and 2) for operational emissions in Singapore, followed by a removal of residual emissions (e.g., by carbon offsets)
⁵ For full transparency, we have disclosed emissions from entities divested in FY2025/26 as a separate table under Key Performance Data on pages 93 to 94



*Excludes divested companies and fugitive emissions from refrigerants
Based on market-based approach*

Our approach to measuring and tracking climate metrics ensures compliance and enables SingPost to identify areas of improvement that will accelerate progress toward achieving our climate targets and strengthen operational efficiency. As we progress towards alignment with ISSB IFRS S1 and S2, we will continue to enhance the depth and consistency of our disclosures to provide our investors with more robust sustainability information and to facilitate more informed decisions to facilitate our green transition.

PROGRESS TOWARDS OUR TARGETS

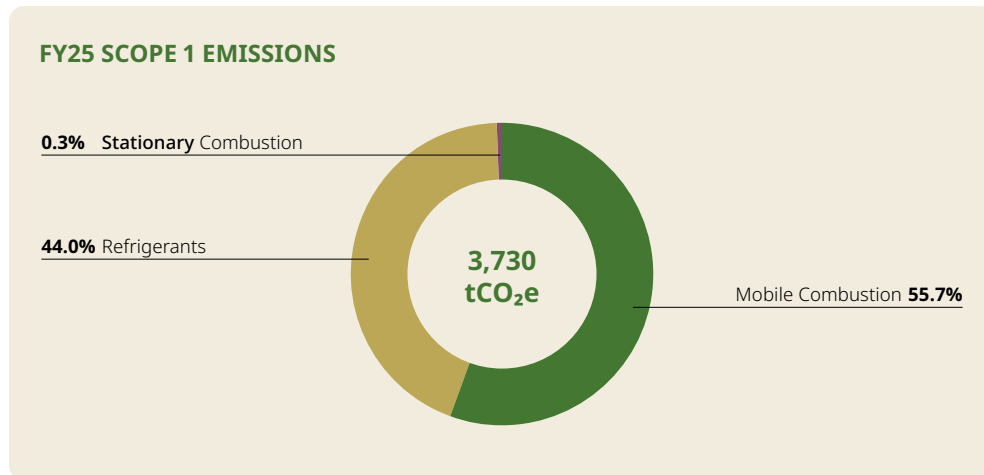
In FY2025/26, following recent divestments and resulting shifts in operational boundaries, SingPost’s Scope 1 and 2 emissions now mainly come from its operations in Singapore, with Scope 2 electricity use forming the bulk of emissions. Adjusting for divestments, Scope 1 and 2 emissions decreased by 6% from FY2024/25. SingPost now tracks performance primarily against the new FY2025/26 baseline.

These reductions were achieved through continuous implementation of fleet decarbonisation and energy saving initiatives. Further details on these initiatives are provided in the following sections.

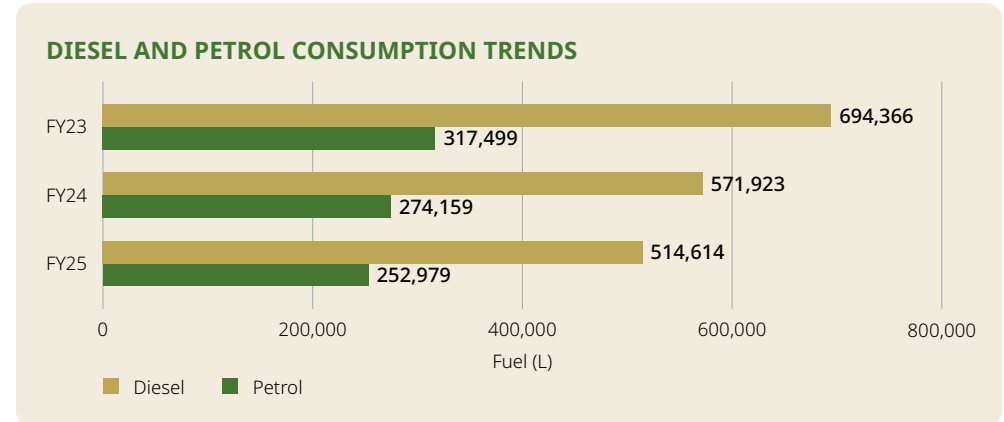
REDUCING SCOPE 1 (DIRECT) EMISSIONS



SingPost's fuel consumption comes mainly from its delivery fleet and the machinery used in its facilities. In FY2025/26, we recorded 29 TJ of fuel use, resulting in 2,089 tCO₂e of Scope 1 emissions from fuel consumption. We continue to assess commercially viable technologies and alternatives that can reduce Scope 1 emissions from our linehaul operations. Furthermore, we expanded our Scope 1 inventory this year to include fugitive emissions from refrigerants, which contributed an additional 1,641 tCO₂e to our direct emissions profile.



In FY25/26, fuel consumption fell by 9% compared with FY24/26, driven by progress in fleet electrification and fleet-mix optimisation. Correspondingly, Scope 1 emissions fell by 10% compared with FY24/25. A comprehensive breakdown of SingPost's energy and GHG emissions can be found in the Key Performance Data section on page 90.



Data excludes divested companies

Our Scope 1 reduction efforts therefore focus on electrifying or hybridising fleet and equipment and cutting fuel use through delivery-route optimisation.

SCOPE 1 INITIATIVES

Electrification of our Delivery Fleet and Equipment



Since 2022, SingPost has started to convert our owned delivery fleet in Singapore to electric vehicles which reduces Scope 1 emissions, with cleaner electricity sources providing better carbon outcomes.

With the industry moving towards electrification for both light goods vehicles (LGVs) and heavy goods vehicles (HGVs), we are also exploring technological solutions to better support our fleet's needs.

Optimising fleet composition



We are continuously reviewing our fleet mix to right-size and align it with operational needs.

⁶ Reported reduction progress excludes fugitive emissions from refrigerants, as FY25/26 marks the inaugural inclusion of this emission source within SingPost's carbon inventory.

Autonomous Vehicle Trial with Zelostech

SingPost signed a Memorandum of Understanding (MOU) with Zelostech on 2 December 2025 to launch an autonomous vehicle trial in our Regional eCommerce Logistics Hub.

Under this MOU, both parties will explore three core application scenarios, using automated electric vehicles to address internal hub transport, middle-mile and last mile deliveries. By integrating electric autonomous vehicles into our operations, this builds a safer, more efficient and more sustainable logistics ecosystem.



ELECTRICITY CONSUMPTION AND SCOPE 2 GHG EMISSIONS REDUCING SCOPE 2 (INDIRECT) EMISSIONS

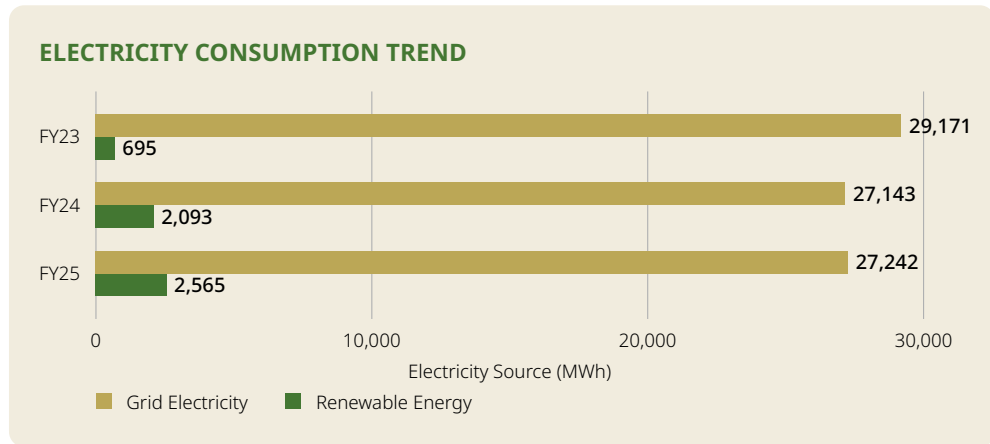
In FY2025/26, SingPost’s total grid electricity consumption and associated Scope 2 market-based emissions stood at 27,242 MWh and 9,825 tCO₂e, respectively. While total consumption remained stable with a marginal increase of 0.4%, our market-based Scope 2 emissions achieved a 5% reduction on a like-for-like basis after adjusting for divestments. This decrease was primarily driven by lower supplier-specific and grid emission factors. Furthermore, the first full year of operations for our solar photovoltaic system at SingPost Centre—which commenced in August 2024—alongside ongoing energy-saving initiatives, enabled us to hold our electricity consumption levels constant.

5%
reduction of Scope 2 emissions on a like-for-like basis in FY2025/26 compared to FY2024/25

At SingPost, we are focused on reducing the carbon footprint of electricity consumption in our operational assets, such as SingPost Centre and the Regional eCommerce Logistics Hub (LogHub) in Singapore.

Since the implementation of our internal Green Office Fit Out Guidelines, we have incorporated the proposed measures into the SingPost Corporate Office in Singapore and fitout works in other locations with the aim to minimise GHG emissions and improve resource efficiency.

In FY2025/26, we continue to advance our key initiatives, such as improving our chiller efficiency and other energy optimisation opportunities. To increase our consumption of renewable energy, we are actively exploring potential sites across our portfolio of property assets to expand our solar generation capacity. We will be installing two new solar photovoltaic systems at our properties, commencing operations in 2026. In all, on-site solar generation is projected to constitute between 8% to 10% of our near term electricity needs.



Data excludes divested companies

For a comprehensive breakdown of SingPost’s energy and GHG emissions, please refer to the Key Performance Data section on page 90.

Trialing a system to optimise energy at SPC and LogHub

SingPost is trialing an advanced HVAC optimisation system at SingPost Centre and LogHub as part of our continued push to enhance energy efficiency across our operations. The system uses real-time data and predictive controls to adjust cooling output according to changing conditions such as weather and building activity. This approach aims to reduce unnecessary energy use while maintaining comfortable indoor environments.

With Singapore's carbon tax rising to SGD 45 per tCO₂e in 2026, SingPost is exploring solutions that can help manage long-term operating costs while lowering emissions. The upcoming trial will integrate cloud-based analytics with existing building automation systems, allowing optimisation instructions to be sent directly to chiller plants, air handling units (AHUs) and fan coil units (FCUs). Performance will be tracked against a baseline to verify actual energy savings.

Initial projections indicate strong potential. For example, at SingPost Centre, the optimisation of the chiller plant and AHUs is estimated to reduce energy use by **about 10%**, translating into significant annual electricity and cost savings once implemented.

Through this upcoming trial, SingPost continues to explore new technologies that support smarter, more sustainable building operations.



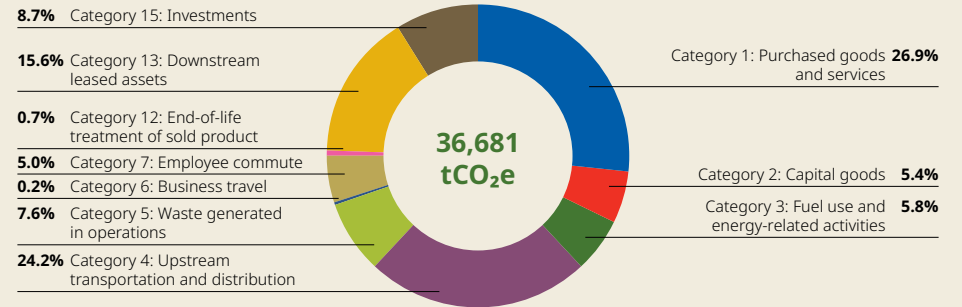
SCOPE 3 (VALUE CHAIN) EMISSIONS

Scope 3 emissions refer to indirect emissions from upstream and downstream activities across the value chain, including purchased goods and services, transportation, and end-of-life treatment of products. This includes a wide range of activities, from purchased goods and services to upstream transportation and distribution and the end-of-life treatment of sold products.

In FY2025/26, SingPost completed its Scope 3 inventory, covering all categories relevant to its business. This provides full visibility of our value-chain emissions and a clearer basis for prioritising reduction efforts. In general, Scope 3 emissions represent the largest share of climate impact for logistics companies, as they encompass emissions from outsourced transportation, supply chain activities and downstream distribution. Given the scale and influence on the sector's overall footprint, our focus will be on meeting our new Scope 3 target: a 37.5% reduction from the FY2025/26 baseline by FY2035/36, ensuring meaningful decarbonisation across our value chain.

SCOPE 3 CATEGORIES	FY24/25 (tCO ₂ e)	FY25/26 (tCO ₂ e)
1: Purchased goods and services	11,442	9,858
2: Capital goods	762	1,977
3: Fuel use and energy-related activities	3,031	2,140
4: Upstream transportation and distribution	35,809	37,720 (old methodology) 8,865 (new methodology) ⁷
5: Waste generated in operations	1,936	2,775
6: Business travel	196	69
7: Employee commuting	1,912	1,824
12: End-of-life treatment of sold products	140	259
13: Downstream leased assets	5,993	5,726
15: Investments	-	3,187

FY25 SCOPE 3 EMISSIONS



Scope 3 typically represents the largest share of a company's carbon footprint. For SingPost, the biggest contributors are Category 1 (Purchased Goods and Services), Category 4 (Upstream Transportation and Distribution), and Category 13 (Downstream Leased Assets).

For detailed emissions and energy data, refer to the Key Performance Data section on pages 90 to 91, and for methodology and boundaries, see Definitions, Boundaries and Methodologies on pages 100 to 105.

⁷ Methodology for Category 4: Upstream transportation and distribution was updated to reflect greater accuracy in calculation, shifting from spend-based approach to activity-based approach. Due to insufficient data records, SingPost was unable to use the activity-based approach to restate FY24/25 numbers for Category 4.

Transforming Operations and Value Chain Engagement to Reduce Scope 3 GHG Emissions

To effectively reduce Scope 3 GHG emissions, SingPost is focusing on several key areas within our operations and value chain engagement.

PURCHASED GOODS AND SERVICES



SingPost works with industry partners to encourage our suppliers to build their capabilities in sustainability. Through Queen Bee programmes such as Singapore Business Federation's QUEST programme, SME suppliers are supported in their learning on emissions reporting, through workshops, tools and mentorship. (See Responsible Supply Chain, p. 47)



UPSTREAM TRANSPORTATION AND DISTRIBUTION



Promoting electric-vehicle adoption among transport partners.

Exploring the use of Sustainable Aviation Fuel (SAF) credits to address aviation-related emissions.



WASTE



Improve our waste diversion rates through increased waste segregation and decreased use of single-use materials

Collaborate with tenants to increase food waste segregation and divert food waste to on-site food waste digesters





PROVIDING CARBON VISIBILITY AND SUPPORTING CUSTOMERS TOWARDS A LOW CARBON FUTURE

SingPost works closely with customers and suppliers to support their sustainability goals and reduce value chain emissions. Our efforts centre on improving resource efficiency, reducing waste and supporting circular practices that help lower Scope 3 emissions for both SingPost and our partners.

We continue to invest in technologies that provide more carbon-efficient delivery options through our Out-of-Home (OOH) network. One example is POPDrop, an automated parcel drop-off box that enables merchants and customers to hand over parcels closer to home or work, reducing travel-related emissions. Consolidating first-mile and last-mile activities at OOH locations also helps lower SingPost's Scope 1 emissions compared with doorstep delivery. Additional details are available in the Customer Experience section on page 62.

SingPost aims to improve transparency on indirect emissions across its value chain. Sharing this information supports customers in making informed choices and improves understanding of the environmental impacts associated with postal and logistics services.

Since FY2024/25, we worked with a key customer to provide a more carbon-efficient delivery service by applying route-optimisation measures and using electric vehicles for their deliveries. This collaboration helps reduce emissions while maintaining service quality and supporting the customer's sustainability objectives.

We also provided carbon-footprint-per-item data derived from our FY2023/24 lifecycle assessment. The data helps customers quantify their Scope 3 emissions in line with their Supplier Code of Conduct (SCoC). SingPost plans to offer this capability to more customers going forward.

SingPost aims to increase transparency on indirect emissions across our value chain. Providing this information helps customers make informed choices and better understand the environmental impacts associated with postal and logistics services.

STRENGTHENING OUR BUSINESS FOR A CHANGING CLIMATE

At SingPost, climate change continues to shape the environment we operate in and the expectations of our stakeholders. It affects how we run our operations, plan future investments, manage cost pressures, and respond to shifting customer needs. Since FY2021/22, we have reported our climate-related approach using the TCFD framework, which has helped us build a solid foundation for understanding and communicating climate risks and opportunities.

Over the past year, we have taken concrete steps to prepare for ISSB alignment. This includes reviewing our existing disclosures, strengthening our climate-related data processes, and integrating the ISSB requirements into our internal reporting systems. We have also deepened our assessment of climate-related risks and opportunities to better understand their financial implications across our business.

Our aim is to provide transparent, decision-useful information on how climate issues influence SingPost's strategy and performance. As we work towards aligning with IFRS S1 (with respect to climate-related requirements) and IFRS S2, we remain committed to improving the quality, relevance, and comparability of our disclosures. This reinforces our long-term resilience as a business and the trust our stakeholders place in us.

SINGPOST'S CLIMATE TRANSITION PLAN AND ROADMAP TO 2050

SingPost's climate transition plan is anchored on IFRS S2 and supports national and global decarbonisation goals. It outlines short, medium and long-term milestones to reduce material emissions across operations and value chain. The roadmap is developed on the basis of several long-term sectoral assumptions, including heavy-goods vehicles becoming cost-efficient to decarbonise, aviation achieving full decarbonisation and the national electricity grid reaching net-zero emissions by FY2050/51.

FOUNDATIONS	IMPLEMENTATION STRATEGY	ENGAGEMENT STRATEGY	METRICS AND TARGETS	GOVERNANCE
<ul style="list-style-type: none"> SingPost's climate ambition supports trusted, sustainable logistics aligned with national and global climate goals. The transition plan is guided by IFRS S2 and integrates short-, medium- and long-term milestones to reduce material emissions across operations and the value chain. Climate-related risks, opportunities (CRROs) and decarbonisation measures are embedded into key business functions including operations, procurement, investments, planning and product development. Sustainability related risks are monitored, reviewed and tracked at the enterprise risk level. Climate targets reviewed to remain aligned with climate science. 	<p>Ongoing Initiatives:</p> <ul style="list-style-type: none"> Decarbonising fleet & logistics through full electrification of SingPost-owned delivery fleets, route optimisation, efficiency upgrades and exploring alternative fuels. Energy efficiency in buildings by strengthening electrical system performance, adopting energy-efficient technologies, and implementing smart analytics. Renewable energy & electrification via on-site solar PV expansion. Resource circularity & waste reduction by improving recycling rates, using sustainable packaging, and exploring reusable materials. Low-carbon value chain partnerships such as embedding sustainability in procurement and exploring use of Sustainable Aviation Fuel (SAF) credits to support customers' demand for green logistics. <p>Mid-term (till 2035)</p> <ul style="list-style-type: none"> Adoption of electric heavy goods vehicles. Explore leveraging on renewable energy import. Encourage suppliers to electrify their operations and shift towards renewable energy. <p>Long-term (2035 to 2050)</p> <ul style="list-style-type: none"> Suppliers are able to decarbonise their operations with a lower carbon grid available. Mass adoption of cleaner energy vehicles for SingPost's third party fleet and employee commute. Aviation achieves mass decarbonisation through efficiency gains and market-based mechanisms which provides SingPost viable sustainable options. 	<ul style="list-style-type: none"> Implemented Queen Bee Sustainable Transition Programme (QUEST) to support SMEs in lowering value chain emissions and enabling early-stage decarbonisation. Promote internal sustainability culture through employee education and operational guidelines. Implemented a Green Procurement Policy to reward and encourage suppliers who embed sustainability in their operations. Engage customers on lower-carbon logistics options, including SAF-enabled air freight. Collaborate with suppliers to expand sustainable materials use, recycling, and reduce Scope 3 emissions. Participate in industry/regulatory collaborations to support logistics-sector transition aligned with Singapore's net-zero goals. 	<p>Science-Based Aligned Targets (FY2025/26 Baseline):</p> <ul style="list-style-type: none"> Reduce Scope 1 & 2 emissions by 63% by FY35. Reduce Scope 3 emissions by 37.5% by FY35. Reduce Scope 1, 2 & 3 emissions by 90% by FY50. <p>Other Material Targets</p> <ul style="list-style-type: none"> Achieve Waste Diversion rate from landfill of 30% by FY30. <p>Performance Monitoring</p> <ul style="list-style-type: none"> Track energy consumption, fleet conversion progress, renewable energy generation, resource efficiency and carbon intensity. Assess financial impacts, resilience measures and progress on targets. 	<ul style="list-style-type: none"> The Board of Directors sets a long-term climate strategy. The Board Sustainability Committee (BSC) oversees climate risks, transition progress and sustainability strategy integration. Senior management reports to the BSC on climate performance, targets and key initiatives. The Management Committee (MC) leads decarbonisation implementation across operations. Sustainability KPIs are tied to executive remuneration to reinforce accountability. The Board receives mandatory sustainability training per SGX requirements. External assurance for Scope 1 and 2 GHG emissions obtained annually.

CLIMATE ASSESSMENT: MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES AS PART OF OUR STRATEGIC RISK FRAMEWORK

Climate-related risks and opportunities influence SingPost's operations, strategic planning and future investment needs. As part of our ongoing alignment with emerging sustainability standards, we continue to build a clearer understanding of how these factors may affect our long-term resilience. Our approach follows a closed-loop process—identify, analyse and evaluate—to ensure climate considerations remain part of our business cycle.

Transition factors such as emissions regulations, energy costs and shifting stakeholder expectations can affect compliance requirements, operational efficiency and the competitiveness of our services. Assessing these developments helps us anticipate cost impacts, identify capability needs and understand growing demand for lower-carbon delivery solutions.

Physical climate factors including extreme weather events and long-term temperature or precipitation changes may disrupt our network and assets, including processing facilities and last-mile routes. Understanding these exposures supports planning for infrastructure upgrades, business continuity and network-resilience improvements.

Climate-related opportunities also present areas for value creation, such as improving energy efficiency, adopting cleaner technologies and expanding sustainable delivery offerings. Assessing these opportunities guides investment decisions and the development of solutions aligned with customer needs.

Our climate risk management approach is aligned with our Enterprise Risk Management (ERM) framework, ensuring climate risks are assessed alongside strategic, operational, financial and compliance risks. This integration enables business units and corporate functions to identify emerging risks, evaluate potential impacts and implement mitigation and adaptation measures.

As we refine our approach, we are enhancing how we evaluate the potential financial and operational implications of these climate-related factors. This work will continue to evolve as data improves, enabling us to reflect these considerations more clearly in business planning, resource allocation, and future disclosures.

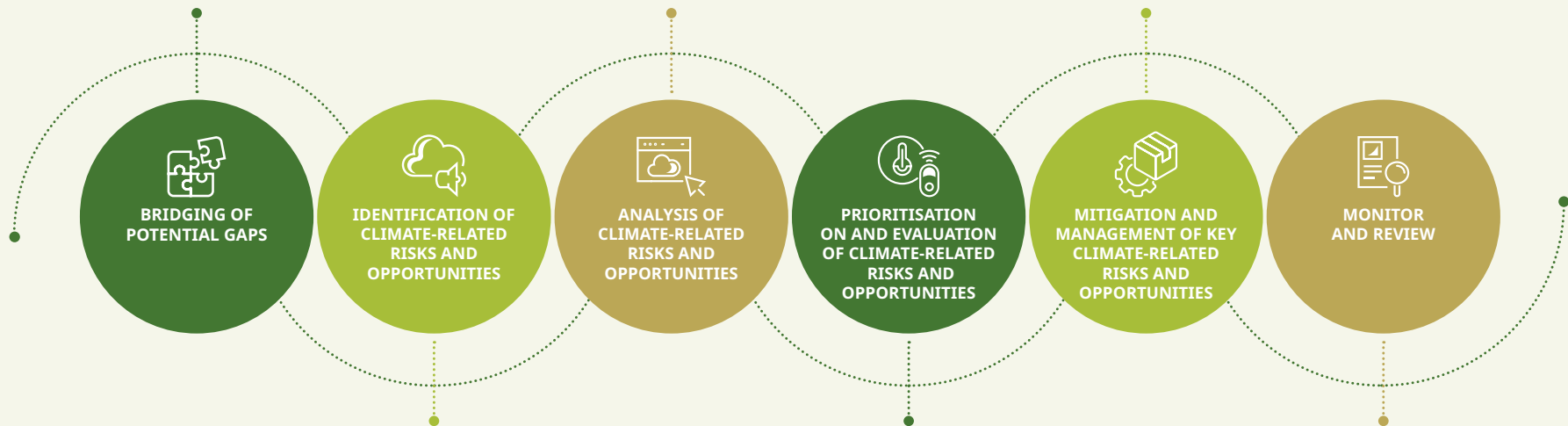
Building internal capabilities is an important part of this journey. We continue to strengthen cross-functional awareness of climate-related issues and integrate them into decision-making processes across the organisation. This ensures that climate considerations are not treated in isolation, but embedded throughout SingPost's operations and forward plans, supporting our long-term resilience and ability to capture emerging opportunities.



- Conduct regular reviews of our sustainability governance by the Management Committee and the Board Sustainability Committee to ensure that governance oversight, business strategy, and risk management remain pertinent to mitigating climate-related risks and exploring climate-related opportunities.
- Perform a gap analysis of our sustainability governance against applicable local standards and regulations.
- Enhance SingPost's business strategy and risk management through the integration of sustainability principles.

- Conduct climate scenario analyses to evaluate exposure to potential climate-related risks and opportunities.
- Model various climate scenarios for current and future key markets and assets, producing both qualitative and quantitative outputs.
- Analyse potential financial impacts of each scenario and prioritise factors according to level of impact.

- Align with the latest green building standards and guidelines for our existing asset portfolio and key markets.
- Conduct studies and model research on potential mitigation measures to reduce climate-related risks and capitalise on climate-related opportunities.
- Implement specific mitigation measures or action plans for identified climate-related issues by the relevant business or support units, after which the residual risk rating for each risk will be determined.



- Engage in communication and consultation with relevant business units, support teams, and sustainability working groups.
- Identify a list of climate-related risks and opportunities pertinent to SingPost, taking into account location and industry sector.

- Utilise the enterprise risk matrix and risk appetite statements to prioritise and assess key climate-related risks and opportunities.

- Assess the significance of these climate-related risks and opportunities to our business based on the combination of the likelihood and magnitude of the events, with reference to the definitions in our risk matrix. This includes considerations such as whether each risk leads to uncontained environmental damage within and/or out of our premises that requires significant external resources to rectify.
- Monitor and review climate-related risks and opportunities by the respective departments.
- Record and report key climate-related risks and opportunities to the relevant Management and Board Committees.

DEEPENING OUR ASSESSMENT AND MONITORING OF PHYSICAL AND TRANSITION RISKS

We continue to monitor the physical and transition risks previously identified across our operations. While our understanding of these risks remains grounded in earlier assessments, we are evaluating their potential financial impacts to support more informed decision making.

We aim to better understand how climate-related risks and opportunities may influence our operations and long-term resilience. Insights from past assessments remain integral to this process, guiding our continued efforts to proactively manage climate-related impacts across the organisation.

CLIMATE-RELATED RISKS				CLIMATE-RELATED OPPORTUNITIES		
Physical Risks	Heatwave	Transition Risks	Policy and Legal	Increased price of GHG emissions	Products and Services	Shifts in consumer preference
	Pluvial Floods			Enhanced local emissions-reporting obligations		Growing importance of sustainable corporate image
	Soil Movement			Exposure to litigation	Energy Source	Use of lower emission sources of energy
	Tropical Cyclone / Extreme Wind		Mandates on and regulation of existing products and services	Resource Efficiency		Move to more efficient buildings
	Coastal Flooding		Market		Market demand for green buildings	Market
	Fluvial Flooding			Uncertainty in market signals	Use of public sector initiatives	
		Technology	Costs to transition to lower emission technology		Green and/or sustainable finance	
			Unsuccessful investment in new technology			
		Reputation	Changing customer behaviour/ shifts in customer preference			
			Increased stakeholder concern or negative feedback			

SingPost conducted the analysis based on the following climate scenarios which were mapped to the Representative Concentration Pathways (RCP) scenarios adopted by the Intergovernmental Panel on Climate Change (IPCC) for physical risks and the Network for Greening the Financial System (NGFS) for transition risks:

- 1) **'Net-zero' climate scenario** – Entails aggressive emissions reduction policies and actions globally
- 2) **'Current Policies/ High-emissions' climate scenario** – Assumes no significant positive change in technologies, attitudes, and priorities of business activities towards emissions reduction

SCENARIOS

PHYSICAL RISK (IPCC Climate Scenarios)⁸

Net Zero – RCP 2.6 (likely below 2°C)

- Represents a high-ambition global mitigation pathway aimed at limiting temperature rise to likely between 0.3°C to 1.7°C above pre-industrial temperatures by the end of the 21st century.
- Assumes substantial emissions reductions are implemented over the next several decades.
- Global emissions decline rapidly throughout the century, reaching near-zero levels by 2100.

High Emissions – RCP 8.5 (likely 2.6°C – 4.8°C)

- Represents a very high GHG emissions pathway, with continued growth in emissions throughout the century.
- Assumes no climate policies at all, with a heavy reliance on coal.
- Likely results in a global temperature increase of 2.6°C to 4.8°C above pre-industrial levels by the end of the 21st century.

TRANSITION RISK (NGFS Climate Scenarios)

Net Zero – Net Zero 2050 (1.5°C)

- Assumes immediate implementation of ambitious climate policies.
- Net CO₂ emissions fall to zero around 2050, providing at least a 50% chance of limiting warming to below 1.5°C by the end of the century.
- Involves no or low overshoot of the 1.5°C threshold (less than 0.1°C).
- Physical risks remain relatively low, while transition risks are high due to rapid policy and market shifts.

Current Policies – Current Policies (3°C+)

- Assumes no new climate policies, with only currently implemented measures maintained.
- Emissions continue to rise until around 2080, resulting in approximately 3°C of global warming by the end of the century.
- Leads to high physical risks, including severe and potentially irreversible impacts such as long-term sea-level rise.

Rationale for Scenarios Chosen

- Scenarios for physical risk were chosen based on the physical risk modelling with RCP 8.5 scenario assuming a more severe event.
- Scenarios for transition risk were chosen based on understanding of wider market practice, external drivers and SingPost's operations where 1.5°C is NGFS's Net Zero 2050 scenario and meets recommendations to include one scenario that is less than 2°C and 3°C is viewed as the worst-case for transition risks as it anticipates the implementations of current policies.

TIME HORIZON

2030

Implement near-term plans and resilience measures promptly, supported by current investments and short-term targets.

2050

Align medium-term goals with our net-zero 2050 pathway to ensure clear planning and communication with stakeholders.

2100

Recognise long-term climate risks—including potential reputational and asset impacts—and integrate these insights into investment decisions to strengthen climate resilience.

⁸ Global mean surface temperature change (°C) used are reported by IPCC in its 6th assessment report. Based on the Coupled Model Intercomparison Project Phase 5 (CMIP 5) ensemble, and using the Hadley Centre Climatic Research Unit Gridded Surface Temperature Data Set 4 (HadCRUT4), the uncertainty estimate of observed warming is at 5 to 95% confidence level.

PHYSICAL RISKS – CLIMATE SCENARIO ANALYSIS

Since FY2023/24, SingPost has started monitoring the identified risks and evaluating their relevance to our operations with an enhanced physical risk assessment conducted in FY2024/25. In FY2025/26, we focused on analysing the insights from the existing assessment to ensure they remain appropriate for our current asset profile and strategic planning needs. The findings from this assessment continue to guide how we consider potential climate-related impacts across our key assets in Singapore, including implications for asset value.

As part of our ongoing approach, we will review the need to refresh the modelling in future years should there be material changes in climate projections, asset attributes or industry-wide methodologies. The current assessment remains a valuable reference in shaping our climate-resilience planning and informing our broader business strategy. In FY2025/26, SingPost properties did not face any significant climate-related hazards and as such, there were no financial impacts, including expenditure by SingPost, due to physical climate-related issues.

For further details on our physical risk exercise and breakdown of the climate modelling methodology, please refer to our [FY2024/25 Sustainability Report](#) on page 33.

Methodology

Our physical climate risk methodology draws on detailed information about selected assets, combined with climate hazard data and long-term climate projections. This approach allows us to assess how different climate-related events may affect our assets over the short term (2030) and medium term (2050), both in terms of physical damage and potential financial impact.

By understanding the inherent risks facing these assets, we can identify suitable mitigation and adaptation measures that strengthen their resilience to extreme weather and broader climate-related threats. This supports the continuity of our operations and informs long-term planning across the business.

As part of this process, we identified six climate-related and extreme-weather hazards most relevant to our operations in Singapore. These hazards form the basis of our assessment and guide our ongoing resilience efforts.

Limitations of the Physical Risk Methodology

In our assessment of physical risk, we acknowledge several inherent limitations in the methodology:

- **Assumptions:** Long-term climate projections come with uncertainty, requiring assumptions on potential damages and business disruptions across different hazard types.
- **Scenario Design:** Climate scenario analysis continues to evolve, and current models may not fully capture localised conditions or specific impacts relevant to our operations.
- **Second-Order Impacts:** The assessment may not fully account for broader or non-linear effects, such as economic ripple impacts, which could influence our overall exposure.
- **Data Availability:** Limited asset-level financial data in some areas means proxy values from market or open-source sources may be used, affecting the precision of the estimates.

Despite these limitations, the assessment remains an important tool in guiding our understanding of climate risks. We will continue to refine our approach and work with industry peers and regulators to improve our modelling techniques and strengthen our resilience planning over time.



Risks, Impacts and Mitigation Measures

HAZARD	DESCRIPTION	TYPE OF IMPACT	RCP 2.6		RCP 8.5	
			2030	2050	2030	2050
Heatwave 	A heatwave can be defined as a period where local excess heat accumulates over a sequence of unusually hot days and nights.	Financial Impact	●	●	●	●
Pluvial Flood 	Pluvial flood is a natural hazard occurring from extreme rainfall events that affect millions of people around the world, causing damages to their properties and lives.	Asset Value and Financial Impact	●	●	●	●
Soil Movement 	Soil movement hazard refers to the risk of soil displacement that can damage structures and the environment. It can include landslides, erosion, settlement and expansive soils.	Asset Value and Financial Impact	●	●	●	●
Coastal Flood 	Coastal flooding occurs when normally dry and low-lying coastal land is submerged by seawater. It can happen due to high tides, storm surges, or rising sea levels.	Asset Value and Financial Impact	●	●	●	●
Fluvial Flood 	Fluvial (riverine) flooding primarily results from an extended precipitation event that occurs at, or upstream from, the affected area. It can also occur when traditional flood-control structures, such as levees and dikes, are overtopped.	Asset Value and Financial Impact	●	●	●	●
Tropical Cyclone / Extreme Wind 	A tropical cyclone is a rapidly rotating storm system with a low-pressure center and strong winds, forming over warm tropical waters. It includes tropical depressions, storms, and hurricanes, causing heavy rain, strong winds, and storm surges. Extreme wind refers to exceptionally high wind speeds that can cause severe damage.	Asset Value and Financial Impact	●	●	●	●

● Low Residual Risk ● Medium Residual Risk ● High Residual Risk

For our physical risk assessment, we focused on two time horizons—2030 and 2050—to stay aligned with market practice. We did not extend the modelling to 2100, as long-range projections carry greater uncertainty due to potential technological developments, geopolitical changes and climate tipping points, which can affect the reliability of outcomes.

Insights from an earlier assessment in FY2022/23 highlight that heatwaves and pluvial flooding are currently the climate hazards with the highest potential impact. Pluvial flooding may lead to structural damage and negatively affect asset value, while heatwaves present the greatest financial risk owing to Singapore's sensitivity to rising temperatures. The inherent risk for pluvial flooding is medium but after accounting for current mitigation measures, the overall residual risk level is low in the short and medium term. In contrast, with rising scientific evidence that Singapore will experience higher temperatures in the short and medium term, the risk levels for heatwaves are assessed to be medium. For a detailed description of the impacts and SingPost's response strategies, please refer to the table below.

HAZARD	DESCRIPTION OF IMPACT	OUR RESPONSE STRATEGY
<p>Heatwave</p> 	<p>From a cost impact and revenue impact perspective, heatwaves will result in the largest absolute impact mainly due to Singapore's climate conditions.</p> <p>Key impacts include:</p> <ul style="list-style-type: none"> • Increased energy expenses resulting from a greater demand for cooling; • Possible declines in productivity and effects on the health and safety of employees; and • Shortened lifespan of equipment leading to higher costs for regular maintenance and replacements. 	<ul style="list-style-type: none"> • Upgrade air-conditioning systems to improve cooling performance and energy efficiency. • Select uniform materials that enhance ventilation and reduce heat retention. We are updating our uniforms to improve comfort for frontline staff; the new designs are currently being produced and will be introduced in FY2026/27. • Protect worker well-being by ensuring adequate rest breaks and hydration.
<p>Pluvial Flood</p> 	<p>It is projected that precipitation flooding could result in the largest capital expenditure impact, though current flood protection measures are assessed to be sufficiently adequate to render such an event to be low in probability.</p> <p>Key impacts include:</p> <ul style="list-style-type: none"> • Possible damage to assets, facilities, and equipment, necessitating repair or replacement costs; • Potential interruptions to delivery services, leading to customer dissatisfaction and loss of business; and • Increased operational costs associated with managing the aftermath of flooding events 	<ul style="list-style-type: none"> • Conduct on-site reviews of drainage systems at assets with higher exposure to pluvial flooding, including checks for past rainfall-related damage. • Situate operations in buildings with lower flood susceptibility and ensure facilities meet local flood-protection standards, such as minimum platform level requirements.

Other hazards like coastal flooding, fluvial flooding and tropical cyclones or extreme winds remain less material due to Singapore's geographical conditions.

TRANSITION RISKS – CLIMATE SCENARIO ANALYSIS

Since FY2022/23, SingPost has been assessing climate-related transition risks and opportunities within our Singapore operations. Over time, we have continued to monitor these developments closely and refine our approach to ensure alignment with our long-term business strategy. As transition risks are shaped by global efforts to reduce emissions by 2050, our analysis follows three time horizons consistent with international practices.

For further details on our transition risk exercise and breakdown of risk level in short (2026), medium (2030) and long-term (2050), please refer to our [FY2023/24 Sustainability Report](#) on page 35.

Methodology

Our analysis drew on climate transition scenarios from the Network for Greening the Financial System (NGFS), which provide comprehensive insights into possible policy, economic and technology pathways. Two scenarios were considered: a net-zero pathway and a current-policies pathway, which has been elaborated on page 33 under *“Deepening our Assessment and Monitoring of Physical and Transition Risks”*.

We previously conducted a qualitative review of transition-related risks and opportunities, guided by TCFD recommendations. These were reviewed and validated through workshops involving the Board Sustainability Committee, the Management Committee and other internal stakeholders to ensure relevance to SingPost’s operations. The assessment also incorporated Singapore’s climate-related regulatory requirements, including the Carbon Pricing Act 2018.

We have updated the short-term time horizon in our climate scenario analysis from 2025 to 2026. As 2025 has passed, this change ensures that our reporting stays current. The shift does not affect our assessment, as we continue to define “short term” as a one-year outlook. The short-term risks and opportunities identified remain consistent with those described previously, and there were no significant climate-related impacts in 2025 that warranted a re-assessment of these risks. SingPost will also review the definitions of our short-, medium-, and long-term time horizons in the near future to ensure that they continue to reflect operational realities and evolving industry guidance.

Risks, Opportunities, Impacts and Response Strategies

Our assessment indicates that policy and legal developments, as well as the shift toward lower-emissions technologies, are the most material transition considerations for SingPost.

Regulatory changes may lead to rising electricity prices as energy infrastructure is upgraded and emissions-reduction measures are implemented. Carbon-pricing mechanisms are also expected to increase the cost of goods and services, contributing to higher operating expenses. Monitoring these developments will be important in understanding the financial implications for our business.

At the same time, the transition to lower-emissions technologies will require investment in new systems, equipment and processes. While this involves upfront costs, these investments are essential to support our decarbonisation ambitions, strengthen operational resilience and maintain competitiveness in a low-carbon economy. Through prudent financial planning and careful phasing, these investments have the potential to reap long term benefits in terms of lower operating costs, leading to overall lower total life-cycle costs.

PILLARS	RISK/OPPORTUNITY	NET-ZERO			CURRENT			SINGPOST'S RESPONSE
		2026	2030	2050	2026	2030	2050	
Policy and Legal	Risk: Increased pricing of GHG emissions	●	●	●	●	●	●	<ul style="list-style-type: none"> Increased electricity costs, including the indirect carbon price implications SingPost has implemented an Internal Carbon Pricing (ICP) mechanism to value GHG emissions in financial decisions, supporting our targets for emissions reduction and enhancing procurement strategies to reduce costs and carbon output.
	Risk: Enhanced local emissions-reporting obligations	●	●	●	●	●	●	
	Risk: Exposure to litigation	●	●	●	●	●	●	
	Risk: Mandates on and regulation of existing products and services	●	●	●	●	●	●	
Reputation	Risk: Changing customer behaviour/shifts in customer preferences	●	●	●	●	●	●	<ul style="list-style-type: none"> SingPost offers various sustainable products & services such as lower carbon options via our out-of-home network SingPost promotes sustainable packaging, such as smartpac, a polymailer made from recycled materials. SingPost is minimising waste and enhancing sustainability by adopting mindful stamp production, exploring recycling for old inventory, digitising processes to reduce paper usage, and reusing wooden pallets in logistics.
	Risk: Increased stakeholder concern or negative feedback	●	●	●	●	●	●	
	Opportunity: Shifts in consumer preferences	●	●	●	●	●	●	
	Opportunity: Growing an importance of a sustainable corporate image	●	●	●	●	●	●	
Market	Risk: Market demand for green buildings	●	●	●	●	●	●	<ul style="list-style-type: none"> SingPost is committed to reducing its carbon footprint through green fit-out initiatives, energy-efficient upgrades and the implementation of sustainable practices to enhance resource efficiency across our operational assets.
	Risk: Uncertainty in market signals	●	●	●	●	●	●	
	Opportunity: Use of public sector initiatives	●	●	●	●	●	●	
	Opportunity: Green and/or sustainable finance	●	●	●	●	●	●	
	Opportunity: Move to more efficient buildings	●	●	●	●	●	●	
Technology	Risk: Cost to transition to lower emission technology	●	●	●	●	●	●	<ul style="list-style-type: none"> Solar panels for LogHub since FY2021/22 and expanded to SingPost Centre in FY2024/25. <ul style="list-style-type: none"> For FY25/26, the estimated cost saving from our solar initiatives was approximately \$260,000. SingPost has implemented reusable wraps for roller cages and pallets, to reduce single-use plastic waste in our logistics operation. SingPost is transitioning our delivery fleet to electric vehicles and has replaced diesel and LPG forklifts with electric models. SingPost is constantly looking at optimising our existing equipment in our operations.
	Risk: Unsuccessful investment in new technology	●	●	●	●	●	●	
	Opportunity: Use of lower emission sources of energy	●	●	●	●	●	●	
	Opportunity: Move to more efficient production and distribution processes	●	●	●	●	●	●	



CLIMATE RESILIENCE: EMBEDDING CLIMATE CONSIDERATIONS INTO OUR BUSINESS MODEL

SingPost's core business remains focused on delivering trusted logistics and postal services, supported by a network of operational and commercial assets. While we do not expect climate-related risks and opportunities to fundamentally alter our business model, we are focused on strengthening long-term resilience which will put us in a better position to manage our future risks. Our climate-mitigation and adaptation measures, together with the opportunities identified through our transition and physical-risk assessments, will continue to guide how we plan, invest and operate.

Each department plays a role in ensuring our assets are equipped for a low-carbon and climate-resilient future. This includes budgeting for upgrades that improve energy performance, operational efficiency and resilience to climate-related hazards. Over the coming years, planned capital investments will focus on areas such as expanding renewable-energy use—including rooftop solar installations—and adopting technologies that support emissions reduction across our operations.

Resources are allocated to support initiatives with portfolio-wide impact, including capability building, system enhancements and projects that advance our climate-transition roadmap. As our decarbonisation strategy matures, we will continue to review the financial and manpower resources required to support its delivery.

Given the evolving nature of climate science and scenario analysis, our approach will be reviewed regularly to ensure it remains robust and relevant. Continuous monitoring allows us to identify areas for improvement, address emerging risks promptly and capture new opportunities that strengthen our position in a low-carbon economy.



RESOURCE EFFICIENCY, WASTE AND WATER

ENHANCING RESOURCE EFFICIENCY FOR WATER AND WASTE MANAGEMENT

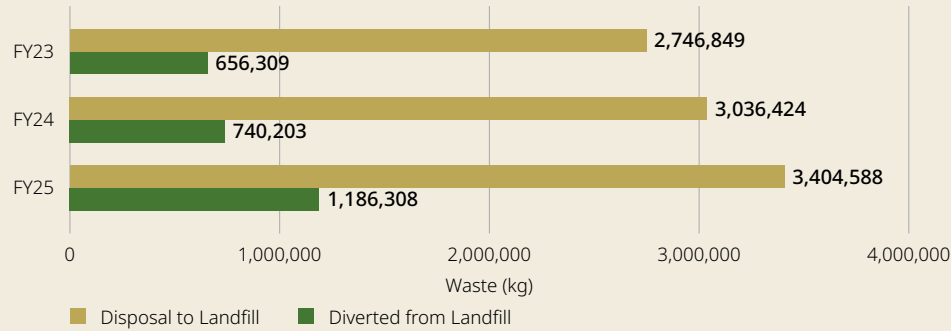
TARGETS	FY2025/26 PROGRESS AND PERFORMANCE [306-1]
Achieve a waste diversion rate from landfill of 30% by FY2030/31	SingPost has achieved a diversion rate of 26% in FY2025/26. We are continually seeking ways to improve our processes and systems to improve resource efficiency wherever possible.

SingPost continues to build on our commitment to a circular approach in the way we use resources. Our focus remains on reducing what we consume, extending the lifespan of materials, promoting reuse and recycling and ensuring that waste is managed responsibly. These efforts help conserve natural resources and support Singapore's wider climate and sustainability goals.

Singapore's Resource Sustainability Act (RSA) remains an important national framework for managing key waste streams such as packaging waste, e-waste, and food waste. Aligned with the RSA, SingPost continues to prioritise reducing waste at the source and, where this is not feasible, selecting more sustainable materials in our operations and customer-facing products. As part of these efforts, we continue to submit the required waste and packaging data to the National Environment Agency (NEA) each year.

In FY2025/26, we managed to achieve an overall waste diversion rate of 26% for the entire year. Moving forward, SingPost will shift to tracking our waste diversion rate from landfills, aiming for a 30% diversion rate by FY2030/31. This updated goal closely aligns with the Singapore Green Plan 2030 targets and better reflects our comprehensive waste management efforts, such as diverting food waste to on-site digesters at SingPost Centre.

WASTE TRENDS



Progress toward a circular economy requires collective effort. We continue working closely with suppliers to drive resource efficiency across our value chain, guided by our Supplier Code of Conduct and responsible procurement practices. More details can be found in the Responsible Supply Chain section (pages 47-51).

We continue to be a responsible user of the water resources in the markets we operate in. We monitor water usage across the facilities owned by SingPost more closely and are identifying opportunities to improve efficiency, minimise wastage and incorporate water-saving measures into day-to-day operations. For full water and waste data, refer to our Key Performance Data section on page 92.



WASTE MANAGEMENT IN SINGPOST

[306-1, 306-2]



Achieve a waste diversion rate of

26%

for FY2025/26.

SingPost's waste management approach follows a clear hierarchy that places waste prevention and reduction at the forefront, followed by reuse, recycling and recovery, with disposal treated as a last resort. In line with this hierarchy, we continue to deepen our understanding of waste generated across our operations including processing, warehousing, transportation, offices and tenant spaces such as those within SingPost Centre. Most of the waste produced across our network is non-hazardous and handled by licensed collectors, while hazardous waste is managed and disposed of safely in accordance with regulatory requirements.



Robust data collection and visibility

SingPost maintains consolidated waste-management arrangements to ensure consistent data quality and clear visibility of waste across key operations. New vendors are onboarded through established processes and training to keep data management reliable. We collaborate with our tenants and vendors to ensure optimal waste collection and a comprehensive understanding of waste generation to allow us to deploy targeted strategies to meet our waste recycling targets.



Waste prevention, reduction and recycling initiatives

Insights from our waste inventory have helped us highlight areas where reduction can be achieved. We continue to reduce waste by digitising workflows to lower paper use and reusing wooden pallets within our logistics operations.

SINGPOST'S WASTE PREVENTION, REDUCTION AND RECYCLING INITIATIVES



PAPER/CARTON

- Digitisation of physical checklists for operational and safety procedures with the use of Quick Response (QR) codes and digital records
- Use of carton boxes instead of composite nylon bags for international transportation of mail and packages to selected markets, to improve space utilisation and cargo efficiency
- Recycling and reusing of carton boxes from logistics operations



METAL

- Recycling of metallic components from exterior casing of decommissioned equipment and machines
- Explore recycling of metallic furniture and decommissioned roller cages



WOOD

- Reusing of wooden pallets used in logistics and transport where possible
- Recycling of damaged wooden pallets that are beyond repair



PLASTIC

- Continued campaign to collect used smartpac from customers for recycling
- Recycling of polyethylene wraps used in transport and logistics operations and reducing the use of polyethylene wraps through the pilot RC Wrap and Pallet Wrap initiatives



FOOD WASTE

- Promoting food waste recycling via the food waste digester at SingPost Centre



ELECTRONIC WASTE

- Electronic waste recycling including laptops, servers, desktops, monitors, display units and various accessories
- Electronic devices from decommissioned equipment are salvaged where possible and kept for subsequent reuse

SUSTAINABLE PACKAGING FOR OUR CUSTOMERS

As a logistics company, we play a crucial role in ensuring that every parcel entrusted to us arrives safely and in excellent condition, but we also recognise that packaging contributes to environmental impact if not managed responsibly. We focus on minimising unnecessary packaging, promoting the recovery and reuse of materials, increasing recycling rates and exploring sustainable alternatives.

SingPost continues to offer our smartpac packaging, a packaging solution that supports a more sustainable approach to eCommerce fulfillment. Produced using recycled materials and recyclable after use, smartpacs gives customers a convenient way to reduce their packaging footprint. To drive responsible packaging practices, we have continued to place dedicated collection boxes across our post office network. This accessible infrastructure empowers customers to easily return their used smartpacs for responsible processing.

Every package in SingPost's network moves through a value chain: Pack > Post > Sort > Bag > Dispatch > Delivery > Waste reduction. Along this journey, we have redesigned how materials are used, both in what customers receive and in how we operate behind the scenes.



PACK & POST
Utilising recycled and recyclable packaging



SORTING & DISPATCH
Reducing waste in operations with reusable pallet and cage wraps



DELIVERY & RETURNS
Facilitating reuse through smartpac Business



WASTE REDUCTION
Promoting return of used polymailers for responsible processing



STAGE	STRATEGY
<p>1 Pack and Post: Consumers start the cycle</p>	<p>Consumers play a direct role in fostering a greener and more sustainable future. Consumers can choose smartpacs and other sustainable shipping supplies made with recycled content. By selecting such materials at the outset, senders reduce the use of virgin resources and set up better end-of-life outcomes from day one.</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Refreshed smartpac design made with recyclable materials</p> </div> <div style="text-align: center;">  <p>Shipping supplies made with recyclable materials</p> </div> </div>

<p>2 Sorting and Dispatch: Where we reduce operational waste</p>	<p>Parcels arrive at SingPost hubs and are placed on roller cages (RCs) and pallets. From FY2024/25, we have reduced the use of single-use polyethylene wraps through these initiatives:</p> <ul style="list-style-type: none"> • Reusable RC wraps (neoprene): durable, repairable and designed to last more than 3 years of daily use. We have also rolled out reusable RC wraps to bigger cages to further reduce our consumption of single use plastic <div style="display: flex; justify-content: center; align-items: center;">  </div> <ul style="list-style-type: none"> • Reusable pallet box: Previously, we have shifted the use of polyethylene wraps to canvas for larger RCs. To further reduce the amount of waste, we have adopted the use of reusable pallet boxes, a cost-effective and durable solution compared to canvas. <div style="display: flex; justify-content: center; align-items: center;">  </div>
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STAGE	STRATEGY
<p>3 Delivery and Returns: Extending service life of packaging</p>	<p>For businesses, smartpac Business (introduced in 2022) enables reuse, giving packaging a longer service life.</p> <div style="text-align: center;">  <p>smartpac Business made with recyclable materials</p> </div>
<p>4 Waste Reduction: Diversion from Landfill</p>	<p>Customers can return used smartpacs at any post office for responsible processing. Beyond packaging, SingPost continues broader waste-reduction initiatives across operations to lower material use and support a more responsible logistics system.</p> <div style="text-align: center;">  <p>Collection box available at post offices</p> </div>

FOOD WASTE MANAGEMENT AT SINGPOST CENTRE

Food waste is a priority stream in our waste strategy. At SingPost Centre, we focus on preventing food waste at source, segregating it effectively and treating it responsibly to reduce disposal and emissions. Our approach combines tenant engagement, training, infrastructure (on-site digestion), and incentives, so that Food & Beverage (F&B) operators, retailers and office tenants can participate in practical, compliant and measurable solutions. By working with all our partners in our ecosystem, we have successfully diverted 25 tonnes of food waste from conventional methods of disposal.

Food Waste Programme at SingPost Centre

Since 2024, an on-site aerobic food waste digester at SingPost Centre has been available to all tenants. The unit converts segregated food waste into liquid effluent for safe discharge into the sewer, reducing landfill-bound waste.

What has been done:

- Targeted training and compliance readiness: Training was conducted for tenants with significant food waste generation. The training covered source segregation, contamination control and proper handling
- Operational enablement: Clear collection points, signage and Standard Operation Procedures (SOPs) were introduced to support daily segregation and consistent use of the digester
- Tiered incentives and recognition: Tiered reward points system was rolled out to motivate consistent recycling and recognise top performers

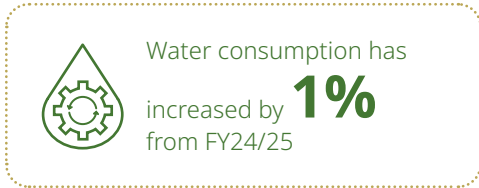
How the Programme Works

- Tenants qualify upon meeting a minimum amount of food waste recycled per quarter.
- Points are awarded based on volume recycled, with higher tiers unlocking greater rewards.
- Points can be shared between tenants and staff.
- Points can be redeemable as tenant discounts (e.g., on service charges/ utilities) and shopping vouchers for staff.



WATER MANAGEMENT IN SINGPOST

[303-1, 303-2]



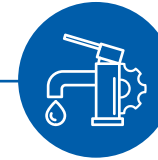
Following our double materiality assessment, SingPost consolidated relevant environmental topics such as water consumption under a single material matter – Environmental Action and Resilience. We recognise the importance of managing our water resources responsibly across our operations. Water is used in our day-to-day operations and maintenance in our owned buildings, facilities, and retail spaces. Water is largely consumed for cleaning, cooling, sanitation, and is also consumed by our tenants in their business activities. We see water stewardship as a key part of building resilience in a climate-vulnerable region. Rising temperatures, shifting rainfall patterns, and growing demand for water in Singapore make efficient water use and protection of water quality more critical than ever.

Our goal is to use water responsibly, and contribute to long-term water security. This year, our water consumption increased by 1% from FY2024/25. Going forward, we are strengthening our water-efficiency measures in our facilities, and exploring opportunities to reuse water where practical.



IMPLEMENTATION OF WATER METERS

Our smart water-metering system at SingPost Centre provides ongoing visibility of water usage across major consumption points such as domestic tanks and cooling towers. The cloud-based platform delivers near-real-time data, trend insights and automated alerts for potential leaks, enabling prompt action and more informed water-management decisions.



IMPROVING EFFICIENCY OF WATER CONSUMPTION

We continue to enhance water efficiency across our facilities through proactive repair of leaks, regular maintenance and the installation of more water-efficient fittings. These efforts help reduce unnecessary water use and support long-term conservation across operations.



EDUCATING TENANTS ON WATER MANAGEMENT

We regularly engage tenants on the importance of responsible water use, sharing best practices and raising awareness on efficient water behaviours. These efforts help to reinforce a culture of conservation across retail, F&B and office tenants at SingPost Centre.

RESPONSIBLE SUPPLY CHAIN

At SingPost, we embed the assessment of suppliers' sustainability performance at the very beginning of the procurement process, ensuring that responsible, ethical, and sustainable practices are seamlessly integrated throughout our supply chain. We work closely with our supply chain partners to strengthen these standards, supporting continuous improvement and elevating overall supply chain performance.

By raising awareness and encouraging our partners to adopt robust sustainability principles, we build greater capability and resilience across the supply chain. This proactive approach enables us to meet evolving expectations while managing our risks in the logistics and eCommerce sector.

FY2025/26 HIGHLIGHTS

SingPost continues to strengthen its sustainability considerations within our procurement approach by rolling out a Green Procurement Policy this year. This policy mandates procurement exercises beyond a certain quantum to explicitly incorporate environmental sustainability criteria into the evaluation process.

Further, we have maintained our commitment to influencing a sustainable supply chain ecosystem through the Queen Bee Enabled Sustainability Transition (QUEST) Programme. Two rounds of training have been held since the launch of the programme, reaching about 30 companies.

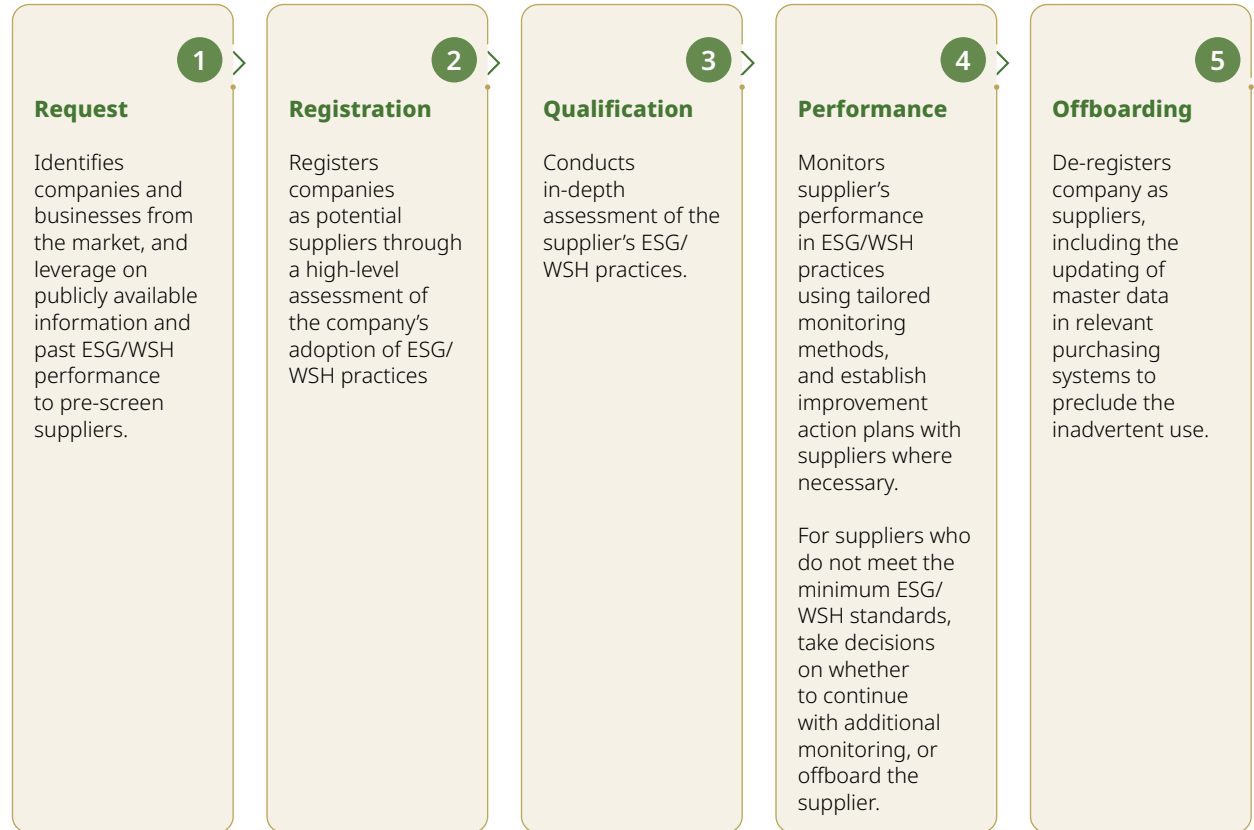


OUR SUSTAINABLE PROCUREMENT APPROACH

[2-6, 2-23, 2-24, 2-25]

Supplier Sustainability Assessment

SingPost utilises a digital procurement platform to streamline and oversee all procurement and supply chain activities. Our commitment to responsible sourcing includes continuous engagement with our supply chain partners, guiding and supporting them on their sustainability journey while ensuring alignment with our requirements. Our suppliers are screened on their policies on environmental, social and legal material topics. With strong governance in place, our suppliers are better placed to navigate difficult and uncertain business environments. This translates to a more robust supply chain for us, which in turn, lowers our operating risks. The key stages of the assessment are illustrated below.



By leveraging advanced capabilities within our procurement platform – such as digital surveys, guided buying workflows, and spend-analysis tools – we are able to assess our suppliers' sustainability performance more effectively and consistently. We regularly conduct internal training to equip our people with the latest knowledge and know-how in embedding sustainability considerations in their procurement decisions. This structured and capability-building approach ensures that suppliers are thoroughly vetted, qualified, and continuously monitored throughout their engagement with SingPost, reinforcing a responsible, transparent, and sustainable supply chain.

Our Supplier Code of Conduct

The SingPost Supplier Code of Conduct (SCoC) outlines the expectations for our suppliers to conduct their operations ethically, uphold human rights, adhere to labour standards, and promote environmental sustainability.

The SCoC is developed in alignment with the United Nations Global Compact (UNGC), the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, and SingPost's Anti-Bribery and Corruption, and Human Rights policies. We are committed to integrating our corporate values throughout our supply chain.

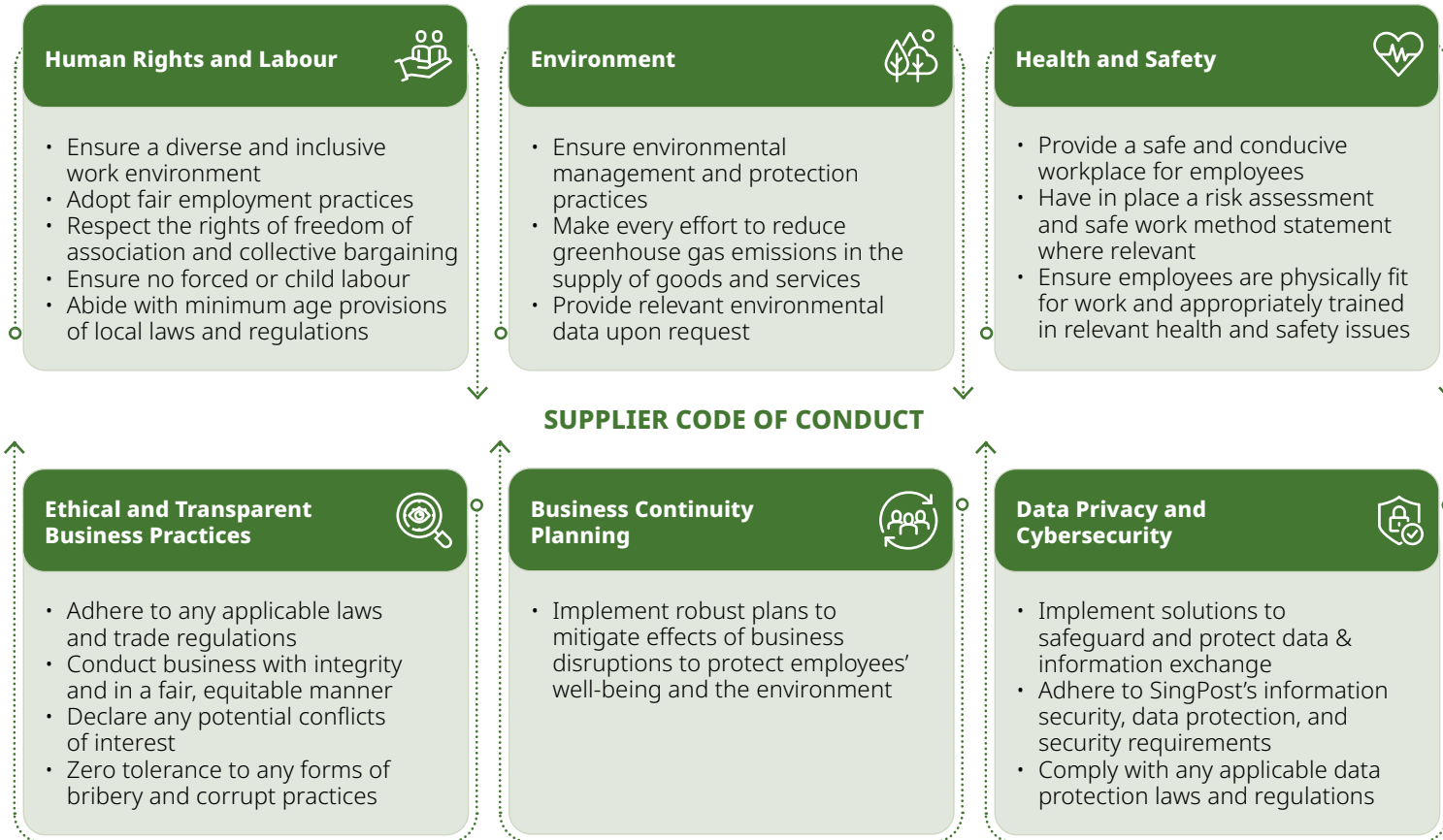
Advancing Green Procurement for a Sustainable Supply Chain

Our Procurement function plays a central role in managing SingPost's sourcing activities and ensuring that all procurement practices align with the principles set out in the SingPost Procurement Policy. By cultivating strong, collaborative relationships with stakeholders, we

advance procurement approaches that are both practical and responsible, ensuring that all goods and services sourced meet the quality, commercial, and operational standards defined in our contracts.

To reinforce consistency and governance, our procurement framework is guided by a comprehensive Procurement Policy and the SingPost Procurement Manual. The manual outlines our objectives, strategies, core principles, and end-to-end procedures for sourcing and purchasing, enabling a robust and future-ready procurement approach that supports both immediate operational requirements and long-term strategic goals.

This year, we further strengthened our commitment to sustainable sourcing with the introduction of a new Green Procurement Policy. Under this enhanced framework, procurement exercises exceeding a defined spend threshold are now required to allocate a mandatory weighting towards environmental sustainability criteria during evaluation. This ensures that environmental performance becomes a material factor in supplier selection, reinforcing SingPost's dedication to embedding sustainability into every stage of the procurement lifecycle. With an explicit weighting on environmental sustainability, our suppliers are also rewarded for taking the first step in embedding sustainability in their operations and offerings.



FOSTERING A SUSTAINABLE AND SAFE SUPPLY CHAIN ECOSYSTEM

Queen Bee Enabled Sustainability Transition Programme

SingPost continues to collaborate with the Singapore Business Federation (SBF), Ernst & Young LLP (EY), and Overseas Chinese Banking Corporation Limited (OCBC) under the QUEST programme to advance responsible and sustainable supply chains. Through this initiative, we actively engage our SME suppliers, helping them strengthen their capabilities and close the gap between the rising sustainability expectations of larger enterprises and their current readiness.

By supporting suppliers in developing credible carbon emissions data for climate reporting, the programme enables them to better meet emerging disclosure requirements while contributing to a more transparent and resilient supply chain ecosystem.

KEY FEATURES OF THE QUEST PROGRAMME

- SingPost and its partners will engage SMEs in the supply chain, creating an ecosystem of support.
- Conduct expert-led workshops to enable SME suppliers to develop Scope 1 and 2 carbon inventory.
- Offer SMEs opportunities to:
 - Receive expert guidance on sustainability practices.
 - Align with evolving market demands to boost competitiveness.
- Provide participating suppliers with know-how on ESG requirements.
- Help suppliers identify and implement effective decarbonisation strategies.

In all, two QUEST sessions were held, reaching out to about 30 companies. Through these sessions, our suppliers learnt how to calculate their Scope 1 and 2 emissions, and more importantly, have a deeper appreciation of the need to pursue sustainability as a business strategy. The participants also had a fruitful learning experience, scoring an average of 4.7 out of 5 when asked whether they would recommend the QUEST sessions to other colleagues or companies.

Beyond building up our suppliers' capabilities in sustainability, SingPost also obtained more granular and relevant greenhouse gas emissions from the participants. These data will increase the accuracy of our Scope 3 greenhouse gas inventory, and give us a deeper insight on where our hotspots are in time to come.

Green Office Fit Out Guidelines for Office Tenants

Beyond our suppliers, we have also rolled out a Green Office Fit Out Guidelines for office tenants at SingPost Centre. Tenants form a significant portion of our Scope 3 inventory, and their operations contribute to the resilience of our property assets. These guidelines encourage our tenants to embed environmental principles during their fit-out phase, ensuring that their impact on the environment and human health are considered throughout the lifecycle of operations at the onset.



Collaborating with Our Suppliers

Partnering for Progress: Strengthening the Circular Economy

No organization can achieve its climate goals in isolation. At SingPost, we believe that systemic change requires deep collaboration across the value chain. Our partnership with Gee Hoe Seng, a home grown leading recycling service provider that also develops solutions for food waste recovery and biochar production, exemplifies how operational synergy and shared sustainability goals can accelerate climate action.

Gee Hoe Seng has been instrumental in managing SingPost's waste streams, consistently diverting segregated waste from landfills. During peak logistical periods when volumes can surge significantly, Gee Hoe Seng remained highly responsive, providing the additional capacity and rapid turnaround times necessary to maintain our recycling targets. By demonstrating exceptional agility in meeting our fluctuating operational demands, SingPost significantly increased its waste diversion rates, reaching monthly rates as high as over 70% at some facilities.

Similarly, we are equally committed to supporting Gee Hoe Seng's sustainability journey. To foster this mutual growth, Gee Hoe Seng participated in SingPost's supplier engagement programme, QUEST.

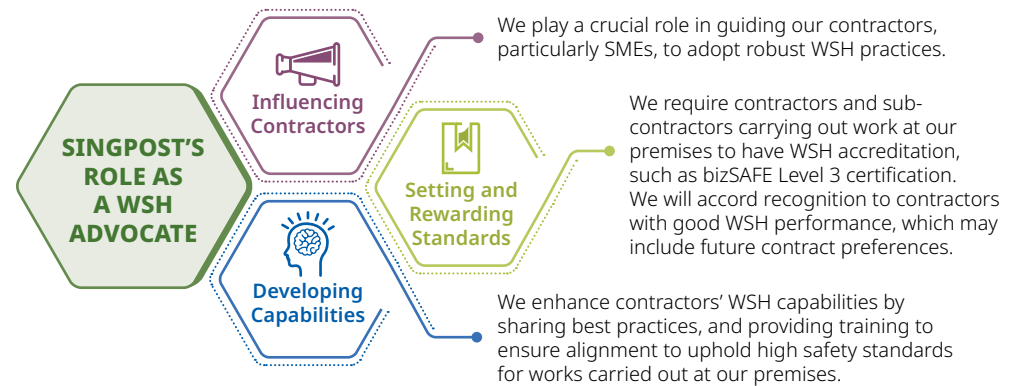
During the programme, Gee Hoe Seng gained access to specialised training for accounting for their Scope 1 and 2 greenhouse gas emissions, building on their strong foundation as a green economy service provider.

By aligning our operational needs with capacity-building initiatives, SingPost and Gee Hoe Seng are co-creating a more resilient, sustainable ecosystem for the future.



The WSH Advocate Programme

SingPost has continued its partnership with the Workplace Safety and Health (WSH) Council as a WSH Advocate since 2025. The WSH Advocate Programme aims to elevate workplace safety and health standards across industries, with a strong focus on supporting SMEs. As a WSH Advocate, SingPost plays an active role in promoting excellence in safety practices among our contractors and partners, helping to uplift overall industry standards and foster a safer, healthier working environment.



CULTURE OF TRUST



UPHOLDING INTEGRITY AND SAFEGUARDING DATA: OUR COMMITMENT TO STAKEHOLDERS

As a trusted logistics provider, we recognise that our responsibility extends beyond the movement of goods. We are also protectors of the information entrusted to us. Upholding the highest standards of integrity, transparency, and responsible business practices is essential to maintaining stakeholder confidence and strengthening our social licence to operate.

We are committed to being a responsible business and implementing robust data protection and cybersecurity measures to safeguard stakeholder information. As we evolve into a future-ready organisation, we remain focused on reinforcing strong governance principles that guide our actions, build trust, and support the long-term resilience of our business.

ESG Matters



**Ethical,
Responsible and
Transparent
Business
Practices**



**Data Privacy
and Cybersecurity**

53 Ethical, Responsible and Transparent Business Practices

56 Data Privacy and Cybersecurity

ETHICAL, RESPONSIBLE AND TRANSPARENT BUSINESS PRACTICES

SingPost highlights integrity and accountability as critical to foster stakeholder confidence and ensure the organisation's long-term success. We enforce a strict zero-tolerance stance on fraud and corruption to mitigate risks related to bribery, anti-corruption, and unethical behaviour. Trust, openness, and accountability are integral as SingPost's core values with respect to our daily operations and decision-making processes. By complying with applicable regulations and promoting an ethical organisational culture, we remain committed to strengthen the trust placed in us by our various stakeholders.

TARGETS	FY2025/26 PROGRESS AND PERFORMANCE [2-27, 205-3, 416-2, 417-2, 417-3]
<p>Uphold the highest standards of responsible business practices, with zero tolerance for corrupt, unethical behaviour# and fraud.</p> <p># Unethical behaviour refers to non-compliance with regulations concerning the health and safety impacts of SingPost's products and services, product and service information and labelling, and marketing communications</p>	<p>In FY2025/26, there were zero incidents of corruption, unethical behaviour and fraud.</p>
<p>Provide annual training on anti-bribery and anti-corruption for 100% of full-time employees.</p>	<p>Anti-bribery and anti-corruption compliance declarations continue to be conducted at onboarding, as well as part of the annual Employee Code of Conduct declaration by all eligible employees.</p> <p>All business partners of SingPost are made aware of SingPost's anti-bribery and anti-corruption requirements through the Supplier Code of Conduct.</p>
<p>No significant fines or non-monetary sanctions relating to non-compliance with laws and regulations.</p>	<p>There were no significant fines or non-monetary sanctions relating to non-compliance with laws and regulations in FY2025/26.</p>
<p>Maintain at least 30% of women workforce representation in senior management.</p>	<p>In FY2025/26, there were 9 women in senior management, representing 36% of the senior management workforce.</p>

INSTITUTING POLICIES AND PROCESSES THAT PROMOTE AN OPEN AND RESPONSIBLE WORKPLACE CULTURE

[2-23, 2-24, 2-25]

SingPost operates with a robust set of internal management policies and an Enterprise Risk Management framework that steers our business operations and aids in managing inherent risks. To maintain the effectiveness of these policies, we carry out the following processes:

- 1 Regularly monitor the developments in the regulatory landscape in the markets we operate in.
- 2 Implement compliance testing to evaluate understanding of SingPost's policies, with ongoing and continuous monitoring and review to ensure that policies continue to be kept relevant.
- 3 Provide annual Code of Conduct training for employees, including Anti-Bribery and Corruption content.
- 4 Offer targeted training on new regulatory requirements and internal processes.

These policies apply to all employees across the Group. A critical way to reinforce the significance of ethical behavior and transparency among employees is through our awareness initiatives, which includes effective communication and resource provision:

COMMUNICATION CHANNELS AND RESOURCES AVAILABLE TO EMPLOYEES



SingPost's corporate intranet and corporate website



Staff onboarding process includes mandatory training on key policies



Annual Employee Code of Conduct declaration exercise, which includes anti-bribery and anti-corruption training



Internal newsletters to raise awareness on compliance and ethical business practices



Fraud Awareness e-learning to educate employees on identification of common red flags and warning signs of fraud, and communicate the internal controls and reporting procedures

OUR HUMAN RIGHTS COMMITMENT

[2-23, 2-24]

SingPost is committed to safeguarding the human rights of all individuals associated with the organisation, in alignment with our Purpose Statement and organisational policies. We uphold our internal Human Rights Policy Statement, which is guided and aligned with the following:

- United Nations' (UN) Universal Declaration on Human Rights
- UN Guiding Principles on Business and Human Rights
- International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work
- 10 Principles of the UN Global Compact
- Relevant laws in all markets where SingPost operates

Our commitment to human rights extends to our partners and suppliers through our [Supplier Code of Conduct](#), which mandates fair employment practices, respects freedom of association and collective bargaining rights, and enforces a zero-tolerance policy towards forced and child labour.

INSTITUTING ETHICAL CONDUCT AND TRANSPARENCY ACROSS THE ORGANISATION AND IN OUR STAKEHOLDER RELATIONSHIPS

[2-25, 2-26, 2-27, 205-2]

At SingPost, we adopt a two-pronged approach that prioritises ethical and responsible behaviour while enforcing transparency across our organisation and stakeholder relationships. In FY2025/26, there were zero incidents involving corruption, fraud, and substantiated cases linked to unethical behaviour.



WITHIN THE ORGANISATION

- SingPost's Employee Code of Conduct serves as an essential guide that sets out key principles and compliance requirements for all employees, who must adhere to it.
- Regular training ensures that both new and existing employees understand the Code of Conduct and the Staff Relations Policy, which guide professional behavior and outline clear channels for addressing grievances. All employees are expected to conduct their business activities and make decisions in the best interests of the organisation.
- Targeted training and refresher courses, along with compliance circulars, are provided to keep staff informed and updated on compliance-related matters.
- Board members are required to consistently adhere to the Code of Business Conduct and Ethics, which provides guidance on identifying and managing ethical risks.



ACROSS OUR STAKEHOLDERS

- Business partners must comply with the Supplier Code of Conduct, which is embedded in SingPost's contracts and sets out clear ethical standards prohibiting bribery and corruption.
- Anti Money Laundering (AML) and Counter-Terrorism Financing (CTF) policies mandates rigorous due diligence on potential business associates.
 - Employees are obliged to report any suspicious transactions and maintain proper documentation of their due diligence efforts.
 - Annual mandatory training equips employees with knowledge to identify prohibited money laundering and terrorism financing activities, recognise potential breaches of AML and CTF laws, and conduct proper due diligence practices to ensure lawful and ethical dealings with third parties.
- SingPost's Whistle-Blowing Policy offers a confidential process for stakeholders to report concerns about potential misconduct. All whistle-blowing reports are investigated promptly and fairly.

COMPLIANCE ACROSS OUR GLOBAL OPERATIONS AND MONITORING INTERNATIONAL SANCTIONS

[2-27, 416-2, 417-2, 417-3]

SingPost complies with regulations in Singapore and the international markets in which we operate. We strive to go beyond legal requirements to uphold the interests of all stakeholders.

The Compliance Function oversees Compliance Risk Management and control systems, guided by the Compliance Charter. This outlines the scope and methodology for managing compliance risks. Representatives within each business and support unit further support adherence to relevant laws and regulations across the organisation.

In FY2025/26, there were zero instances of material non-compliance across the Group relating to environmental and socioeconomic laws, regulatory codes governing product and service information, labelling, marketing communication, and health and safety impacts of our products and services.

Amidst ongoing geopolitical uncertainties and heightened international sanctions, SingPost remains committed to complying with economic and trade sanction laws set by authorities like the UN and Singapore Customs. Updated lists of sanctioned countries are regularly circulated to prevent prohibited transactions, enforcing strict actions against any non-compliance.

SingPost also uses industry-standard data platforms that provide real-time updates on international sanctions, privacy regulations, and oversight. This allows us to uphold global guidelines and protect logistics networks from disruptions caused by unforeseen trade and economic restrictions, contributing to global stability and security.

There were no material trade compliance and sanction/regulatory fines in FY2025/26.



DATA PRIVACY AND CYBERSECURITY

At SingPost, we cultivate a culture of digital innovation by adopting new technologies that address our customers' changing needs. To maintain their trust, we prioritise strong digital safeguards that enhance our resilience against cyber threats, while ensuring the highest levels of data privacy and protection in line with applicable regulations.

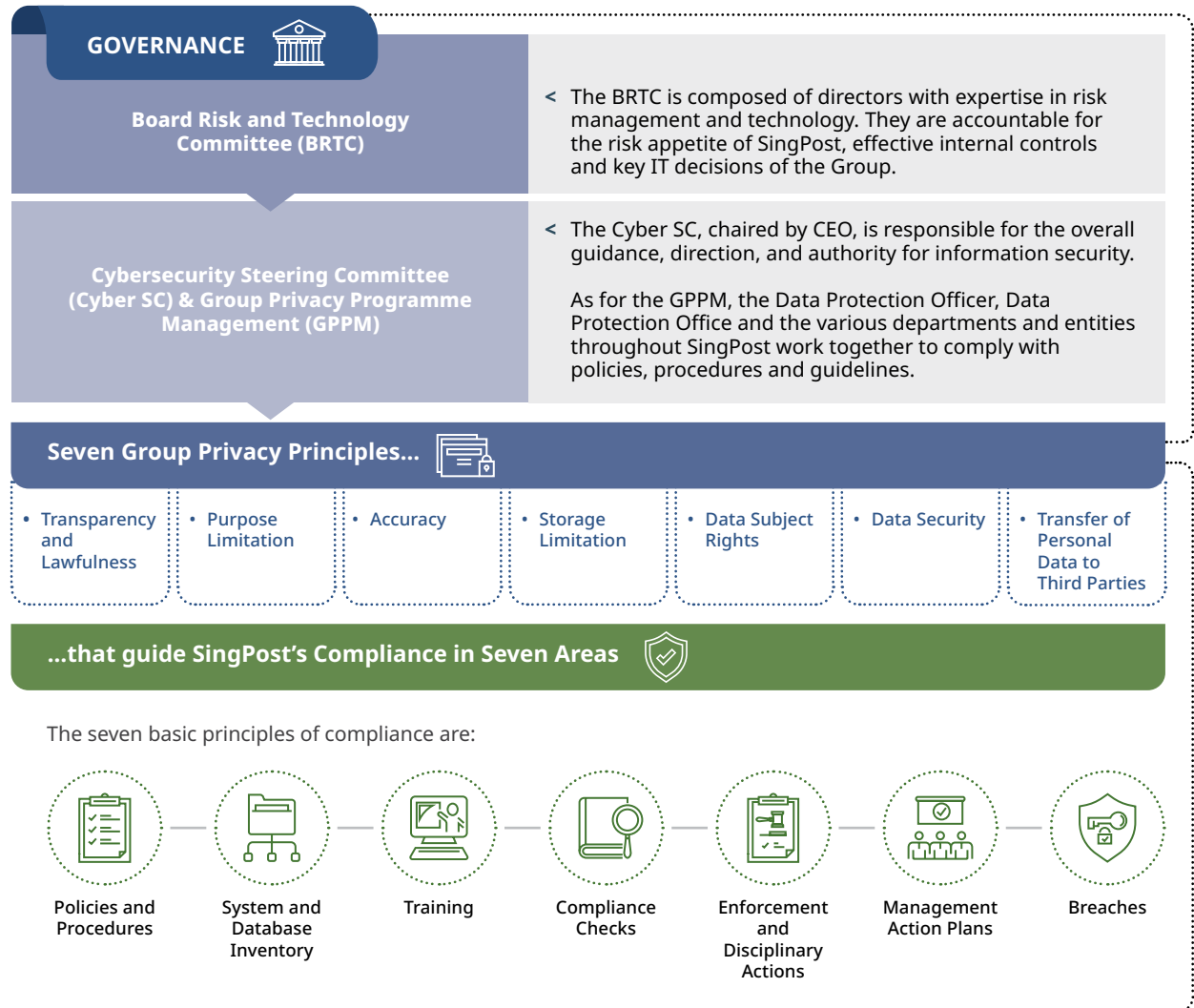
TARGETS	FY2025/26 PROGRESS AND PERFORMANCE [3-3, 418-1]
<p>Uphold the highest standards of data privacy protection including compliance with relevant laws</p>	<p>SingPost has complied with the Singapore Personal Data Protection Act (2012) and relevant data protection laws in all its operating jurisdictions.</p> <p>We regularly review and enhance our personal data management policies and practices to maintain high standards. Customer data privacy issues are resolved promptly, and operational procedures are continually improved to prevent similar incidents.</p>

IMPLEMENTING ROBUST DATA PRIVACY AND CYBERSECURITY GOVERNANCE

[2-23, 2-24]

SingPost recognises that cybersecurity and data privacy are critical areas and has identified them as key material risks within our ERM framework. Any breach of personal data or disruption to essential IT systems can erode customer trust and negatively impact our operations and reputation. As such, maintaining a strong governance framework that supports transparency and accountability across the organisation is essential.

The SingPost Group Privacy Foundation outlines the standards and protocols for managing personal data across the organisation. This ensures that every department applies a consistent standard with regard to the treatment of personal data, in addition to complying with applicable legal obligations.





DATA PRIVACY

SingPost's Personal Data Protection Policy (PDPP) is aligned with the requirements of the Personal Data Protection Act (PDPA, 2012) and provides clear guidance to help employees understand their responsibilities and how the law applies to daily operations. Our Privacy Policy further details the procedures for collecting, using, disclosing, and managing customer data, whether obtained from third parties or held by SingPost.

Standard operating procedures (SOPs) are in place to ensure employees can respond quickly and effectively to any personal or corporate data breaches. All actual or suspected incidents must be reported to the Data Protection Officer, who determines the necessary actions. Our response framework focuses on containing the breach, assessing risks and impact, reporting of data breaches to affected stakeholders, and evaluating the causes of the breach by conducting thorough reviews and follow-up measures. These SOPs are regularly reviewed to strengthen organisational resilience and governance oversight.

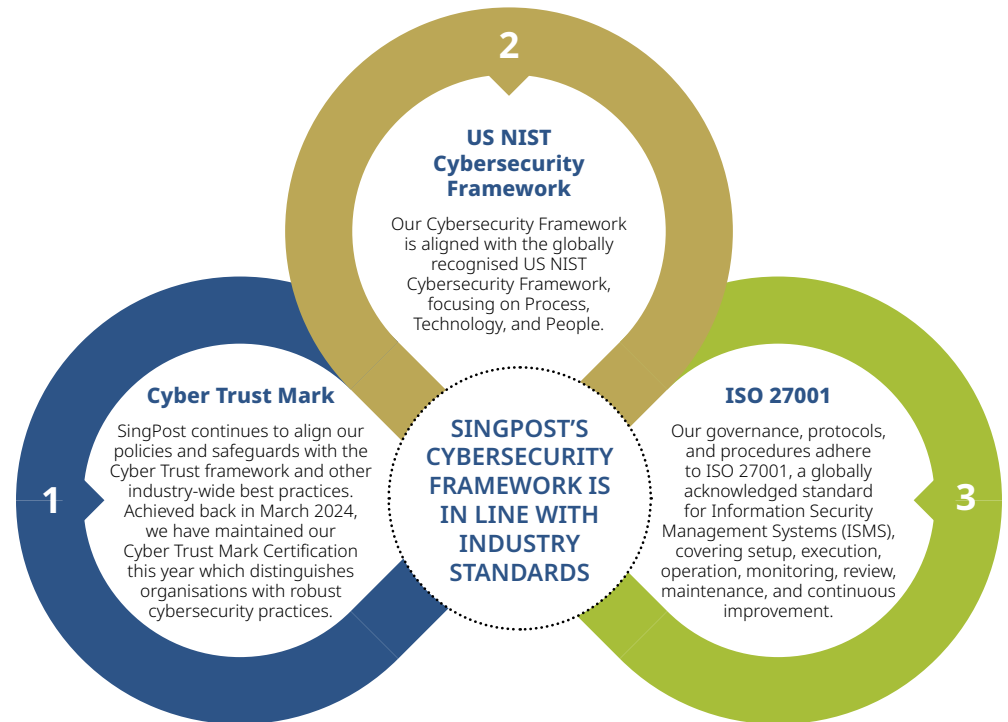
In the event of a data breach, our Data Breach Management Plan enables SingPost to promptly escalate any data breach incidents internally and to act appropriately to resolve any potential impact. We also follow guidelines on mitigation actions to strengthen data protection measures post-breach, including working with our internal stakeholders and suppliers on any follow up protocols.

We continue to build organisational capability through regular training and awareness programmes conducted in conjunction with new policy rollouts and regulatory developments.

CYBERSECURITY

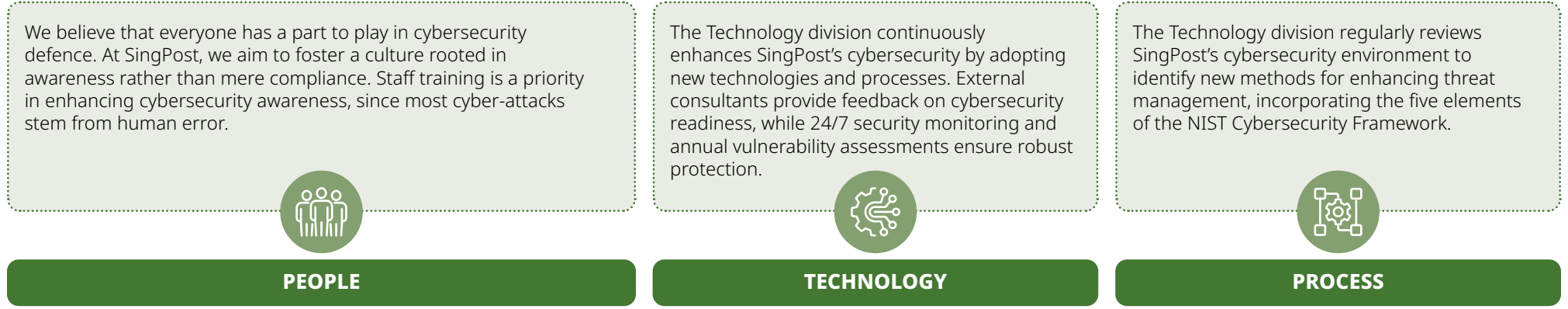
Aligning Cybersecurity Policies with Industry Best Practices

We recognise the importance of having a strong and resilient governance structure to protect our critical data assets. As an organisation that manages substantial stakeholder information, ensuring that this data is handled, processed, stored, and used responsibly is essential.



As SingPost embarks on AI-powered innovations to enhance customer experience and operational efficiency, we are committed to responsible AI use. SingPost established an AI policy in FY2023/24, outlining key principles and standards for data privacy and security, applicable both internally and with external vendors. This policy emphasises responsible AI use, transparency, accountability, bias and fairness, and legal compliance.

SingPost's Cybersecurity Framework



	Govern	Identify	Protect	Detect	Respond	Recover
Objectives	Establish and monitor the organisation's cybersecurity risk management strategy, expectations, and policy.	Engagement in rigorous internal and external audits on our information systems annually	Organise initiatives to increase employees' awareness of data security	Review the cybersecurity threat landscape in tandem with its security posture to identify new approaches and methods to improve its cybersecurity resilience	Focus on building its capability in responding to Information Technology (IT) and data privacy incidents	Continually strengthen our cybersecurity capabilities and focus on improving our process to effectively respond to cybersecurity incidents via regular exercise and awareness programmes
Processes	<ul style="list-style-type: none"> Formally define cybersecurity roles and responsibilities across the organisation, ensuring leadership is accountable for risk-informed decisions. Maintain comprehensive cybersecurity policies and perform regular management reviews to ensure the programme meets its intended objectives. 	<ul style="list-style-type: none"> Review the Cybersecurity General Controls and identify areas of improvement on security operations, with the help of Internal Audit. Engage external consultants to conduct stress testing and review regulatory compliance. Implement risk-based vulnerability management programmes to improve cyber risk prioritisation and mitigation. 	<ul style="list-style-type: none"> Implement security protection initiatives covering group-wide assets and subsidiaries to strengthen the cyber resilience of our processes and technology, including staff training programmes and spear phishing exercises. 	<ul style="list-style-type: none"> Put in place surveillance and 24/7 security monitoring, including actively taking down malicious online sites. Inform senior management and risk committees frequently on developments of cybersecurity programmes and changes cyber threat landscapes. 	<ul style="list-style-type: none"> Ensure that adequate resources are in place to respond to incidents, including building preparedness with our Crisis Management Team and conducting regular cyber drills. Implement a Data Breach Management Plan that outlines procedures for responding to breaches. 	<ul style="list-style-type: none"> Conduct group-wide critical system Disaster Recovery exercise to ensure that systems and people are adequately prepared to perform recovery procedures. Ensure findings are reported to BRTC and Management Committee, and incorporated into future improvement roadmaps.

PARTNERSHIPS AND INITIATIVES TO IMPROVE CYBER RISK PROCESSES AND AWARENESS



TRAINING OUR WORKFORCE TO TACKLE CYBER THREATS

SingPost strengthened its cybersecurity training and awareness initiatives this year by integrating real-world case studies of cyber incidents, such as insider threats and AI-enabled phishing attacks, in alignment with national cybersecurity guidance. Assessment results this year indicate a higher proportion of employees successfully identifying and reporting phishing, reflecting improved cyber awareness across the organisation.



PARTNERING WITH INDUSTRY AND REGULATORS TO SPREAD CYBER AWARENESS

SingPost continued to advance its cyber awareness initiatives and strengthen cybersecurity processes through close collaboration with government regulators and industry partners. In its engagements with regulators, SingPost demonstrates a strong understanding of emerging technologies, data protection requirements, and cybersecurity best practices.

To commemorate Total Defence Day, SingPost participated in **Exercise SG Ready 2026**. This engagement includes a phishing simulation targeting employees to bolster cybersecurity awareness, with results contributing to national-level benchmarking rather than individual organisational statistics. Additionally, SingPost collaborated with industry peers in the **Singapore Business Federation (SBF) Tabletop Exercise** to strengthen our collective operational resilience against emerging threats.

CULTIVATING COMMUNITIES



ADVANCING SUSTAINABLE GROWTH FOR PEOPLE, CUSTOMERS AND COMMUNITIES

We prioritise the wellbeing of our employees and invest in their development to create a holistic and supportive workplace. Central to this is fostering a culture of respect, where every individual feels empowered to bring their authentic selves to work. Underpinning our approach is a strong commitment to maintaining the highest standards of health and safety across all our operations.

SingPost also remains committed to delivering meaningful value to our customers and communities. We continually enhance our services in ways that support sustainable, long-term progress, with digitalisation and technology playing a vital role. These tools enable data-driven decision-making, streamline operations, and elevate the customer experience.

Ultimately, we aim to leverage our capabilities to create a lasting impact for our communities. Guided by our Community Investment Framework, we focus on improving community resilience, supporting digital inclusion, and advancing environmental stewardship.

ESG Matters



Customer Experience



Employee Engagement and Talent Practices



Health and Safety



Community Engagement

Topics of Ongoing Importance

- 62 Customer Experience
- 68 Employee Engagement and Talent Practices
- 76 Health and Safety
- 85 Community Engagement



CUSTOMER EXPERIENCE

At SingPost, we are committed to elevating the customer journey by integrating excellent service with innovation and meaningful community engagement. As our business evolves, we continually adapt to shifting customer profiles and expectations, recognising the community itself as a core customer. Our goal is to deliver a seamless, omnichannel experience that empowers customers with real-time visibility, convenience, and consistency across every interaction. By harnessing digital technologies and automation, we enhance the efficiency, accuracy, and quality of our customer service, enabling our agents to focus on providing personalised and exceptional support.

At the same time, we continue to develop unique offerings and intellectual property that strengthen SingPost's market position while contributing to economic impact and community vitality. Through ongoing assessment and improvement of customer satisfaction and loyalty, we reaffirm our commitment to sustainable growth and long-term stakeholder value creation.

TARGETS	FY2025/26 PROGRESS AND PERFORMANCE
Exceed Infocomm Media Development Authority (IMDA) Postal Quality of Service (QoS) standards for Singapore as one of the essential services serving the nation	All requirements under the Postal QoS standards established by IMDA from January to December 2025 were met. The delivery of local basic letters and incoming letters received and delivered by the next working day exceeded delivery standards.
Achieve high service quality and reliability by meeting or exceeding customers' expectations and striving for continual improvement	In FY2025/26, a total of 86 SingPost employees attained the Excellent Service Award (EXSA) including 9 Star, 18 Gold, and 59 Silver awards.

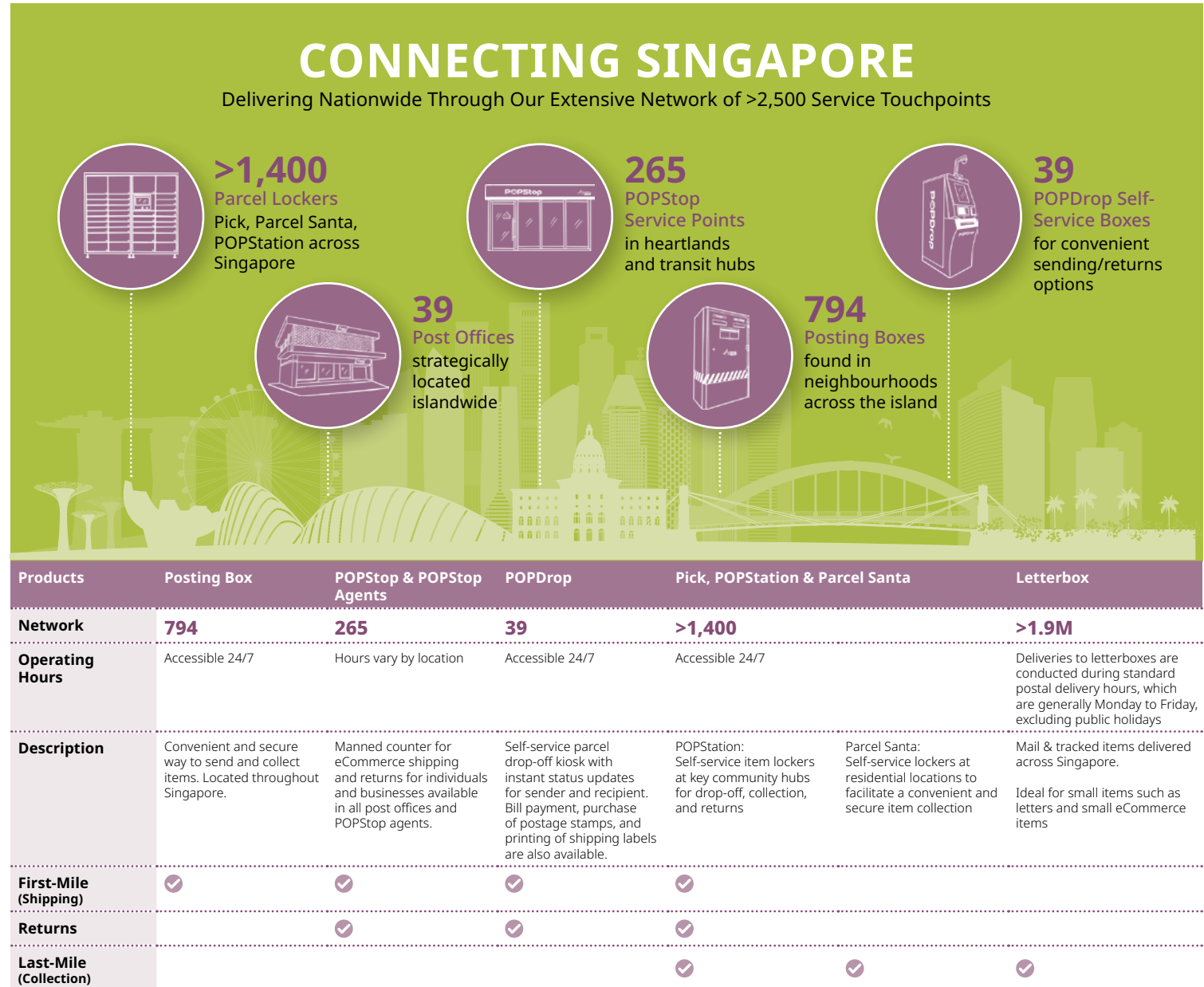
PLACING CUSTOMERS AT THE CENTRE OF OUR FOCUS

At SingPost, our dedication to delivering a 'Total Customer' experience sits at the heart of our values. Customers are at the centre of everything we do, continuously striving to elevate every interaction. This commitment is anchored in our key principles: Customer Centricity, Ease of Doing Business, Digital Pervasiveness, Sustainability, as well as strong Governance and Compliance.



INNOVATING FOR NEXT-GENERATION CUSTOMER EXPERIENCE







We continue to advance our Out-of-Home (OOH) strategy, broadening access and convenience for customers while exploring new innovations that support a seamless and sustainable experience. Building on insights from our prior lifecycle assessment – which highlighted the significantly lower carbon footprint of letterbox and POPStation deliveries – we remain focused on expanding solutions that are both customer-centric and environmentally responsible.



Making Parcel Collection Easier and Greener

Sustainable Convenience in Every Neighbourhood

Located at our post offices and selected neighbourhood convenience stores, POPStop Agents are dedicated drop-off points equipped to handle outbound parcels on SingPost's behalf. By providing convenient, centralised locations for merchants and senders to drop off their items, we can better support the parcel needs of our customers, while optimising our transport network. This reduces operational inefficiencies and lowers emissions, supporting our ongoing commitment to a sustainable and streamlined delivery ecosystem.

WITH BENEFITS TO ECOMMERCE SELLERS	WITH BENEFITS TO BUYERS
 <p>Convenience: Seamlessly provide parcel drop-off points to enhance customer satisfaction.</p>	 <p>Flexibility: Accessible at retail locations with extended operating hours.</p>
 <p>Sustainability: Reduce carbon footprint by consolidating delivery points.</p>	 <p>Secure: Ensures safe parcel storage until collection.</p>
 <p>Cost-Effective: Optimise logistics costs with efficient parcel handling.</p>	 <p>Lowered Emissions: Supports low-carbon delivery options for a greener future.</p>

BRINGING POSTAL SERVICES CLOSER TO COMMUNITIES

To enhance everyday accessibility, SingPost introduced SingPost@MyBlock, a new residential posting box trial that allows residents to post or return mail directly at their letterbox nests, eliminating the need for longer trips to service counters.

In FY2025/26, we have also added more than 1,000 Pick lockers into our network. The Pick Network is a wholly owned subsidiary of the Infocomm Media Development Authority of Singapore (IMDA) and a member of the Locker Alliance Network. The network connects eCommerce participants such as merchants and logistics service providers with a seamless and secure network of parcel lockers located all over Singapore. This enables 24/7 parcel collection while consolidating deliveries to reduce carbon emissions and improve operational sustainability.

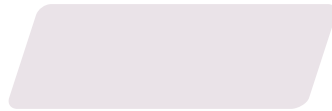
Collaboration remains central to this approach. Partnerships with major logistics players allow us to maximise existing infrastructure for cross-border shipping, reducing duplication of resources and supporting a more efficient last-mile ecosystem. These combined efforts streamline deliveries, minimise unnecessary trips, and reinforce our commitment to greener, community-centric postal services.



Approximately
2,500
service
touchpoints

80%
of Singapore's
population can
reach a postal
point within
10
minutes.





Expanding the POPStop Network to Cheers Stores Across Singapore

This year, SingPost broadened its POPStop network to all manned Cheers stores across Singapore, adding more than 160 staffed locations. These outlets now offer convenient parcel drop-off and return, along with access to smartpac packaging and prepaid shipping labels.

The expanded network provides customers, digital marketplace sellers, and small businesses with greater flexibility and ease, reinforcing SingPost's commitment to a customer-centric eCommerce logistics ecosystem. With an average of 180,000 parcels dropped off monthly at POPStops, this growth strengthens SingPost's role in making online selling and shopping smoother and more accessible islandwide.



ADVANCING OUR CUSTOMER SERVICE CAPABILITIES

SingPost continues to advance its customer service capabilities through strategic innovation, expanded service touchpoints, and strong industry partnerships. Together, these initiatives strengthen convenience, efficiency, and sustainability across our postal and logistics ecosystem.

The Customer Service (CS) team has improved its training, productivity and quality by tapping into AI tools such as Gemini Gems by Google. Automation of administrative tasks such as scorecard generation and tabulation, flagging out of priority cases has enabled the CS team to be able to reallocate time into developing its manpower and enhancing processes. The training of agents to use AI to proof-read their emails has enabled the quality and speed of their responses.

Expanding International Access Through Strategic Partnerships

SingPost also deepened its collaboration with FedEx, DHL, and UPS to expand international parcel drop-off and shipping services across its network. Specifically, FedEx parcel drop-off services are available across all SingPost post offices and POPStop@Tampines MRT, increasing available touchpoints from 6 to 43 locations. Similarly, DHL Express has expanded its drop-off accessibility to all post offices island-wide, while UPS utilises SingPost branches as Authorised Shipping Outlets to provide accessible pack-and-ship services. This expansion enhances customer access to international shipping services, lowering barriers for businesses and individuals alike.

Daily parcel transfers from SingPost to partners like FedEx and DHL further streamline cross-border shipments, without additional paperwork or fees, creating a smoother experience for users. By leveraging SingPost's existing postal network rather than building new infrastructure, the partnership strengthens resource efficiency and supports environmentally responsible logistics practices—further complemented by initiatives like DHL's sustainable aviation fuel options.



> FedEx, DHL and SingPost Collaborate to Expand Parcel Drop-off Points at Post Offices

Providing Quality Customer Service

As the designated Public Postal Licensee in Singapore, SingPost ensures that our business operations meet the Postal QoS standards set by Singapore's IMDA. This year, SingPost continued to provide exceptional customer service by achieving the Postal QoS standards from January to December 2025 and exceeded the IMDA requirements for delivery of local basic letters and incoming basic letters received and delivered by the next working day.

To monitor service quality, gauge customer satisfaction, and drive operational improvements, SingPost utilises B2B and B2C surveys to collect real-time, qualitative, and quantitative feedback across

the entire customer journey, including online, in-branch, and delivery touchpoints. SingPost will continue to use the information gleaned from the surveys to inform and drive improvements to our customer service journey.

Celebrating Excellence in Customer Service

SingPost proudly celebrated its success at the Singapore Retailers Association's Excellent Service Award (EXSA) 2025, earning a total of 86 accolades for outstanding customer service. This achievement reflects the dedication and commitment of SingPost's teams across Singapore to delivering exceptional customer experiences.

9
Star Awards

18
Gold Awards

59
Silver Awards



SRA Super Star Award Nomination 2025



In addition, Ms Jo Ann Lye Mei Kwan, a member of staff at the Tampines Central Post Office, was recognised with the SRA Service SuperStar Award 2025. Under her leadership, the Tampines Central branch maintains a stellar Customer Experience score of 4.94/5 – a remarkable achievement reflecting not just operational excellence, but emotional intelligence, team cohesion, and customer trust. With over 19 years of service at SingPost, this award highlights her exemplary leadership, heartfelt service, and enduring contribution to SingPost's customer service excellence.



EMPLOYEE ENGAGEMENT AND TALENT PRACTICES

At SingPost, our employees are our greatest asset. We recognise that engaging with our people, prioritising their well-being, and investing in their development are essential to creating a thriving workplace. We are committed to fostering diversity and inclusion, ensuring every individual feels respected and safe to bring their authentic selves to work. This commitment extends to providing equal opportunities for growth, enabling employees to contribute meaningfully to a productive workforce and a sustainable business.

PROMOTING A FAIR AND EQUITABLE WORKPLACE

As a signatory to the Singapore Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) Employers' Pledge, SingPost upholds merit-based recruitment, respect for employees, equal opportunity, equitable rewards, and full compliance with labour laws across all markets. Guided by our Diversity and Inclusion Policy, we promote fair employment, eliminate discrimination, and prioritise diverse skills and leadership qualities to ensure fairness and strengthen talent acquisition. Beyond policies and training, we embed inclusivity in our workplace design, providing facilities such as nursing rooms in our Singapore corporate office and prayer rooms in various locations to support the diverse needs of our workforce.

In FY2025/26, SingPost strengthened its commitment to workplace equity and flexibility through enhanced policies and employee welfare measures. In particular, we harmonised compensation eligibility by standardising cutoff dates for increments and bonuses, eliminating structural disparities for new hires and reinforcing organisational fairness—ensuring every employee feels secure and valued from the start.

Advancing Workplace Equity

In FY2025/26, SingPost updated its wage and insurance coverage policies in line with evolving local regulations, including the Occupational Progressive Wages (OPW) for administrators and drivers to ensure fair and progressive pay linked to skills and job levels. Medical insurance coverage for foreign workers was also increased, providing greater financial protection and peace of mind.

TARGETS	FY2025/26 PROGRESS AND PERFORMANCE [2-7, 2-8, 404-1, 3-3]
Achieve an employee engagement survey completion rate of at least 70%	An employee pulse survey was conducted in FY2025/26, with a completion rate of 93%, up from 90% in the previous year.
Improve the year-on-year engagement survey score	SingPost observed an engagement survey score of 70% in FY2025/26, an improvement from last year's score of 66%.



RECOGNISING AND VALUING OUR EMPLOYEES

Celebrating Age Diversity within Our Employees

The Singapore government continues to promote the hiring and retention of older workers to support longer careers and inclusive employment practices. At SingPost, we take pride in fostering an age-inclusive workforce by continuing re-employment for employees beyond the retirement age of 63, based on their performance and medical fitness. We also welcome individuals beyond the re-employment age of 68⁹ whenever the role permits. This approach reflects our commitment to diversity and to valuing the experience and contributions of all employees.

Honouring a Legacy of Loyalty and Resilience

In a constantly evolving world, it's vital to recognise those who have shaped our journey. At our recent Long Service Awards, we celebrated the dedication, resilience, and loyalty of our colleagues who have been the backbone of our organisation.

The highlight of the evening was honouring three extraordinary individuals whose unwavering commitment has shaped our journey for half a century. Their stories reflect resilience, adaptability, and a deep sense of purpose that continues to inspire generations.

Baharom Bin Ramli – A Legacy of Reliability and Care

For Baharom, being a postman was never just about delivering mail—it was about connecting people. Over 50 years, he built genuine relationships with the communities he served, earning recognition as one of SingPost's best postmen for three consecutive years (1982–1984). Despite facing challenges, including a serious accident, Baharom returned stronger, embodying discipline and perseverance. His humility and quiet strength made him a mentor to new employees and a trusted colleague. Beyond work, Baharom treasures family time, reminding us that true success lies in both professional dedication and personal values.



Chua Beng Lun – Guiding with Grace and Resilience

Beng Lun's five-decade journey is defined by her steadfast values: customer-first service, adaptability, and lifelong learning. Through her years in SingPost, she remained a pillar of stability, guiding new employees with patience and care. Her compassion shines through in small gestures—sharing remedies when colleagues are unwell, offering encouragement during stressful times, and creating a sense of family at work. Beng Lun's story is a testament to the power of empathy and quiet leadership, inspiring younger generations to embrace growth with humility and grace.



Siti Samiah – Championing Safety and Team Spirit

Siti's career reflects an unwavering commitment to responsibility and dedication. Known for her meticulous approach and proactive attitude, she played a key role in the SG60 special project, even offering support on weekends to ensure smooth operations. Her influence extends beyond tasks—she fosters a strong safety culture, encourages best practices, and uplifts team morale with her positivity and care. From bringing food to colleagues to sharing laughter, Siti has made the workplace a community. Her 50-year journey is a shining example of loyalty, leadership, and heart.



9 As of the report publication, Singapore's retirement and re-employment age is 63 and 68 respectively. Companies must offer eligible employee re-employment until that age, though on adjusted terms if required.

Celebrating Excellence Through SingPost's 2025 STAR Awards

The STAR Awards 2025 highlight the remarkable individuals across SingPost who exemplify excellence, commitment, and an unwavering customer-first mindset. Now enterprise-wide, this year's winners come from diverse functions—from Engineering and Warehouse Operations to Customer Service, HR, and Financial Services. Despite coming from different teams, all recipients share a deep dedication to delivering reliable, timely, and compassionate service.

Across the organisation, STAR Award recipients consistently go above and beyond their roles. They respond swiftly to customer issues, take ownership of complex cases, and proactively seek solutions that improve both operational reliability and customer satisfaction. Many demonstrate exceptional empathy and professionalism, ensuring that customers feel heard, supported, and valued. Others contribute by strengthening internal operations—mentoring colleagues, leveraging technology and demonstrating leadership that inspires team confidence.

Several winners introduced process improvements and innovations that enhanced service quality and operational safety. Others provided steadfast support on the ground, maintaining high performance even under pressure, and ensuring service continuity during peak periods. Across all functions, their actions reinforce SingPost's commitment to Total Customer Value and embody the Group's culture of excellence.



GROWING TALENT THROUGH CONTINUOUS LEARNING

SingPost is committed to investing in the professional and personal growth of our employees by equipping them with essential skills for the future. We also place strong emphasis on ensuring new joiners receive comprehensive guidance, tools, and resources to enable a smooth and successful onboarding experience.



Embracing the Future of Work at Our AI Townhall

As artificial intelligence rapidly reshapes the way organisations operate, innovate, and compete, embracing AI has become essential to staying future-ready, enhancing productivity, and delivering greater value to customers. In September 2025, SingPost hosted its Future of Work 2.0: AI Townhall in partnership with Google, introducing employees to tools like Google AgentSpace and showcasing how AI can enhance productivity and customer experience. The session featured live demonstrations, a roadmap for AI integration, and learning opportunities through short courses, reinforcing our commitment to digital transformation and empowering employees with future-ready skills.

Cultivating a Skilled and Future-Ready Workforce

To ensure new employees feel supported from day one, SingPost introduced several initiatives in FY2025/26, such as the New Joiner Starter Kit, which provides essential tools and resources to help new hires integrate smoothly into the organisation. We also enhanced the New Hire Induction Programme and introduced quarterly New Employee Orientations, including site visits to key operational facilities such as LogHub, offering firsthand insights into mail and parcel delivery processes. Additionally, a structured feedback mechanism at key milestones allows SingPost to monitor onboarding effectiveness and continuously improve the experience for new employees.

SingPost also engages the next generation through meaningful education-industry partnerships. In particular, SingPost partnered with Republic Polytechnic's School of Engineering – Supply Chain Management to host a learning journey for secondary school students in October 2025. This programme introduced students to the dynamic world of supply chain and logistics, providing early exposure to real-world applications and career opportunities. Beyond a simple site visit, the learning journey was designed as an immersive, interactive experience that showcased the scale, complexity, and technological sophistication of modern logistics.



ADVANCING LEADERSHIP CAPABILITIES

Talent management remains a cornerstone of SingPost's business strategy, focused on attracting and developing individuals with the leadership skills, values, and commitment needed to achieve our objectives.

To achieve this, SingPost employs a systematic approach to identify high-potential employees and those with specialised skill sets. Through our Talent Identification Assessment, we tailor development interventions to align with career aspirations and prepare employees for future responsibilities. Annual succession planning ensures leadership continuity by identifying key business-critical roles, immediate successors, and potential candidates for the medium to long term. Individual development plans are created to address succession gaps and strengthen leadership readiness.

In FY2025/26, we revisited our talent management process, conducting comprehensive reviews, assessments, and calibrations to reinforce our leadership pipeline. To support this, we relaunched the AMEP this year, aimed at building leadership capabilities and fostering a culture of continuous learning. This programme offers quarterly workshops to enhance leadership skills for senior management. Complementing this, a newly launched Mentoring Programme pairs identified talents and ready successors with experienced leaders, supported by dedicated mentoring workshops for both mentors and mentees. These initiatives continue to reinforce our commitment to developing future-ready leaders and ensuring a robust succession pipeline.

Embedding CADETS Principles to Drive Excellence

Originating as the Kaizen awards in 2024, our internal recognition initiatives have continuously evolved alongside our corporate culture. On 6 August 2025, SingPost officially launched the CADETS guiding principles, which stand for Customer-centric, Agile, Discipline, Excellence, Technology & Data-driven, and Safety. To reinforce these values, we transitioned to the CADETS Awards, recognising individuals who exemplify these principles and introducing a special "Most Popular CADETS Award" voted on by colleagues.

With the recent addition of our "ACTION" values, the initiative has been updated once again to the CADETS ACTION Awards. Now in its second annual cycle, the programme's primary objective is to reinforce our foundational principles by showcasing and rewarding exemplary, employee-led projects that drive bottom-up innovation and contribute meaningfully to the company's success.



To sustain this culture of continuous improvement, the judging criteria for all our recognition programmes firmly align with these core principles, supported by a dedicated network:

- The CADETS Champions: Representing a wide range of disciplines across SingPost, these champions are appointed through a mix of leadership nominations, proactive volunteerism, and recognition of their past contributions.
- Monthly Collaboration: The champions convene monthly to drive programme participation, share submission best practices, and track project progress across departments. Crucially, these meetings serve as a collaborative platform that encourages cross-departmental mingling—frequently sparking joint initiatives—while also refining event plans and award criteria.

Driven by this strong foundational support, the current financial year's cycle generated 73 project submissions, yielding tangible environmental, social, and operational improvements. Notable examples include enhanced waste-to-revenue recycling efforts, automated safety upgrades for parcel sorting machines, and customer-focused anti-scam initiatives.



BUILDING A SUPPORTIVE AND CONNECTED WORKPLACE

SingPost recognises the importance of investing in our employees and providing a supportive work environment. In FY2025/26, SingPost reaffirmed its commitment to fostering a supportive workplace through close collaboration with the Union of Telecoms Employees of Singapore (UTES). Key highlights of this partnership include successful negotiations on AI and Performance Bonuses in April 2025, a learning journey to Huawei Headquarters in Shenzhen with UTES leaders and SingPost representatives in July, and membership drives at Serangoon North and Jurong Delivery Bases in September and October 2025.



We also hosted an international learning exchange at LogHub for Japan Postal Group Union and Chunghwa Postal Workers Union in November 2025 and concluded the year with a leadership walkabout at LogHub alongside the UTES Executive Secretary and SingPost senior management.

To strengthen our workforce and improve retention, SingPost introduced a Sign-On Bonus for Mail and Parcel Ambassadors since 1 January 2025. These engagements underscore our shared commitment to employee welfare, collaboration, and continuous improvement.

Throughout the year, SingPost organises regular engagement activities to foster connection and appreciation, including festive celebrations such as Lunar New Year, Buka Puasa, and a year-end appreciation lunch.



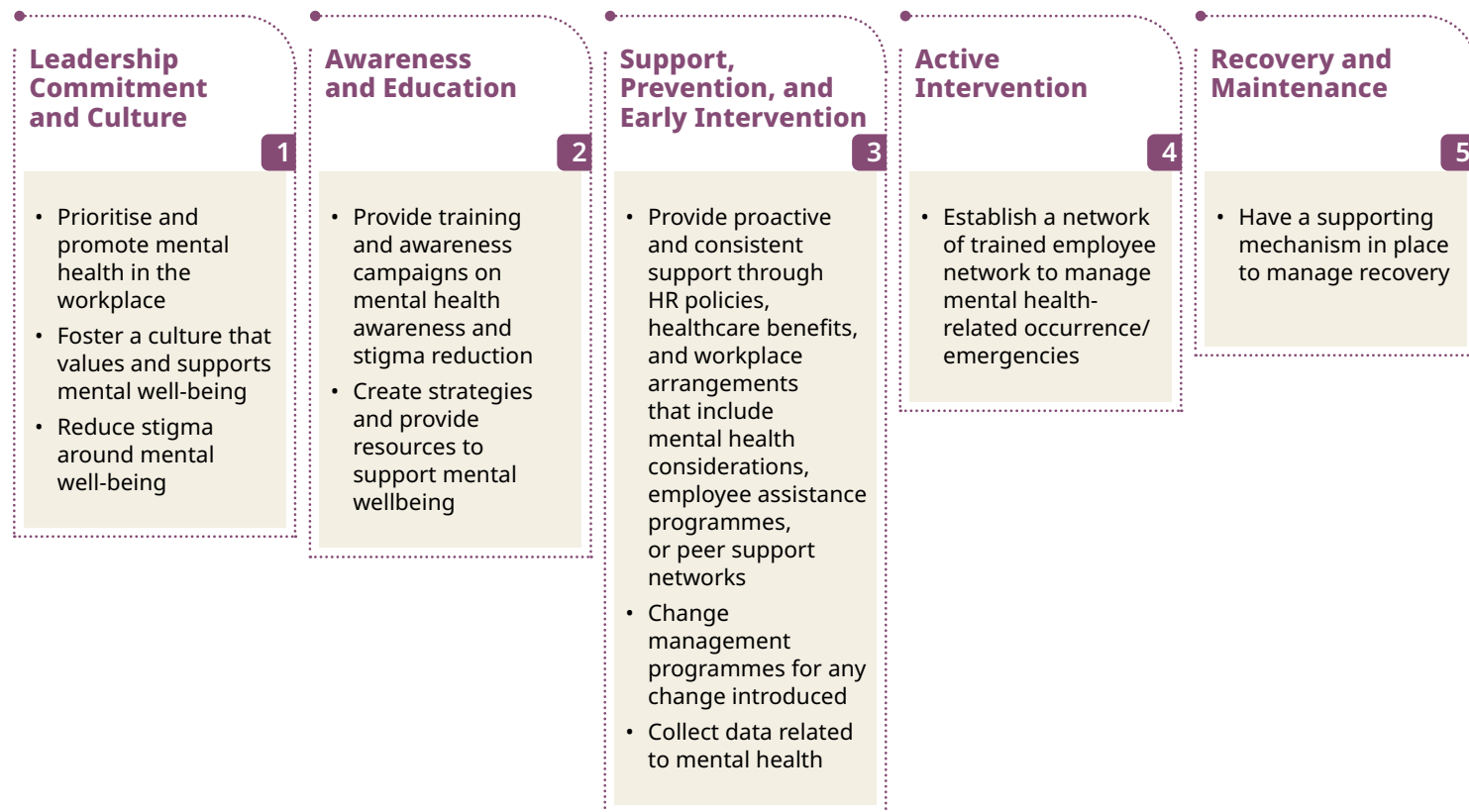
NURTURING A HEALTHY AND RESILIENT WORKFORCE

SingPost is committed to fostering a caring workplace culture that prioritises mental health. We strive to ensure employees feel safe both physically and psychologically, while actively working to reduce stigma around mental health. Through awareness initiatives and equipping employees with practical skills and resources, we aim to help them improve and maintain their overall well-being.

Mental Wellness Framework

Our mental wellness framework is built upon 5 pillars:

MENTAL WELLNESS FRAMEWORK



Underpinning the “Support, Prevention and Early Intervention” pillar is our Workplace Mental Health Support Programme which seeks to provide our employees with the support to maintain and manage employee well-being through comprehensive policies, resources, and support systems. Key components include:

- Leave Support: provision of wellness leave and time off for eligible employees to focus on self-care and recovery
- Self-Care Tools and Resources: sharing resources including self-assessment tools and self-help materials; providing access to online/phone counselling services; and offering courses on health, safety, and well-being
- Medical coverage: access to outpatient specialist mental wellness support that provides confidential, convenient, and professional assistance

SingPost has trained Mental Health First Aiders, aimed to equip employees with skills to provide immediate emotional support, foster a calm and empathetic environment, and connect colleagues to professional resources when needed.

Additionally, between August 2025 and March 2026, SingPost partnered with an external health provider to deliver specialised wellness interventions. These included onsite preventive health services such as flu vaccinations (both onsite and offsite), massage booths, and guided stretches and exercises. Five seminars were also delivered, covering topics related to stress management, heart health, and posture, reinforcing our commitment to employee well-being.



HEALTH AND SAFETY

SingPost is dedicated to promoting strong health and safety outcomes across all our operations. As part of our core values, we place the health and safety of our employees and stakeholders at the forefront. We consistently strive to maintain high workplace health and safety standards through our Environment, Health and Safety (EHS) Management System.

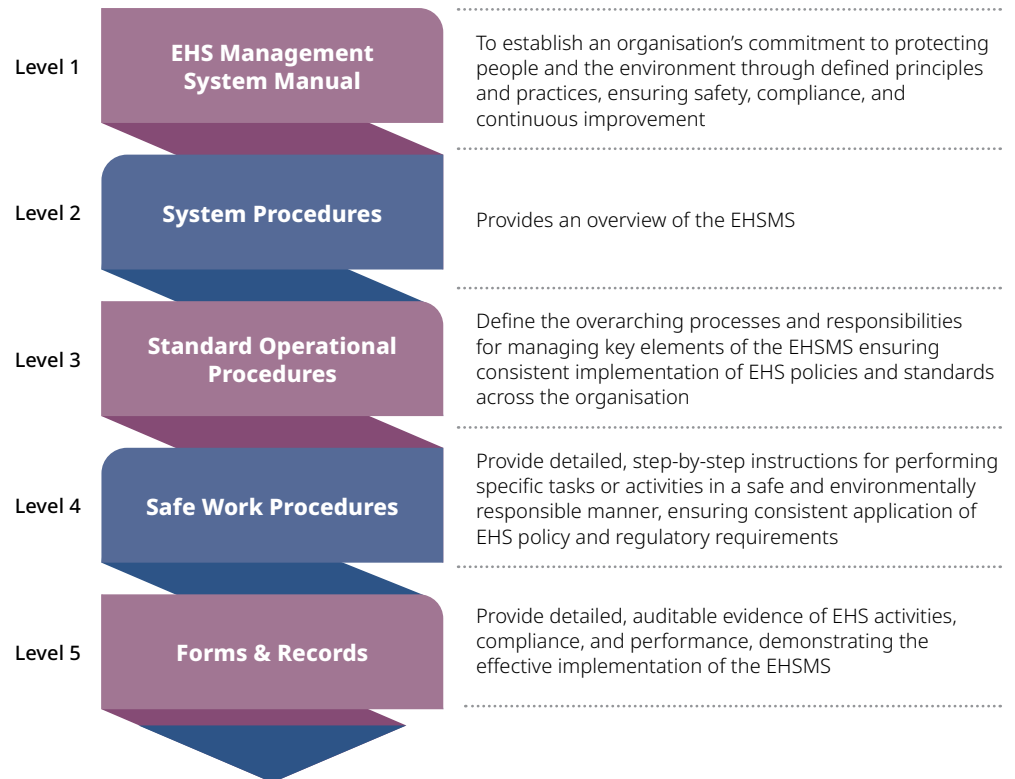
TARGETS	FY2025/26 PROGRESS AND PERFORMANCE [403-9]
Achieve zero major work-related injuries (including fatalities)	There was 1 case of fatality and 0 high consequence work-related injuries across SingPost. Refer to page 79 for more details.
Improve the year-on-year rate of recordable work-related injuries	In FY2025/26, the rate of recordable work-related injuries was 0.66 for employees across the organisation. This was an improvement from 2.13 in the last financial year.

EHS MANAGEMENT SYSTEM

[2-23, 2-24, 2-25, 403-1, 403-2, 403-4, 403-7]

SingPost is committed to safeguarding the environment, minimising workplace incidents, and supporting the physical and mental well-being of our employees in line with our EHS Policy. We focus on cultivating our EHS culture grounded in mutual care, trust, and respect, with the goal of making EHS an integral part of everyday behaviour and decision-making. All employees and contractors are required to follow this policy.

Our Environment, Health and Safety Management System (EHSMS) complies with the Workplace Safety and Health (WSH) Act (2006) and all relevant regulations in the countries in which we operate. It also aligns with the Approved Codes of Practice and international standards, including ISO requirements.



FOSTERING A SAFETY-FIRST ENVIRONMENT

At SingPost, we foster a comprehensive safety culture by embedding safety policies and best practices throughout every level of the organisation.



LEADERSHIP'S COMMITMENT TO SAFETY EDUCATION AND BEST PRACTICES

- Collaboration with industry professionals, unions, trade associations, and government agencies to elevate EHS standards. This includes participation in both the WSH Council Committee and Sub-Committee for Transport & Storage Training for the Board, Board Sustainability Committee (BSC) and Management Committee (MC) to improve oversight and guide EHS strategy



REGULAR COMMUNICATION ON EHS

- Safety as a standing agenda item in monthly MC meetings, quarterly BSC updates, and half-yearly Board updates
- Regular safety Gemba Walks¹⁰ are conducted at workplace sites annually, extending beyond just the Management Committee. Board members are also scheduled to visit operating sites at least once a year.
- Monthly EHS meetings or consultations with senior leadership, employees, and union representatives (where applicable)
- Toolbox talks and quarterly EHS newsletters disseminated amongst all staff to share crucial information
- Daily safety moments sharing with operations staff
- Ongoing monthly safety campaigns



UPHOLDING SUPPLIER SAFETY STANDARDS

- Collaboration with suppliers to uphold rigorous health and safety standards.
- Compliance to SingPost's Suppliers Code of Conduct.
- Mandatory safety protocols for contractors before permit approvals, as stated in our Permit-To-Work system requirements.
- Support and collaboration to help suppliers maintain a safe working environment by providing safety induction prior to work commencement.
- Uplift industry WSH standards, particularly among SMEs, through our partnership with WSH Council in the WSH Advocate Programme.
- BizSafe Level 3 as one of the requirements for selection of suppliers involved in works with high safety risks such as engineering and construction work.

Refer to the *Responsible Supply Chain* section on page 51 for more details.

To strengthen SingPost's safety culture, the organisation continues to drive initiatives that build awareness, ownership, and accountability at all levels. In FY2025/26, *Daily Safety Moments* are embedded into team routines, with each shift or meeting beginning with a brief reflection on a safety topic to keep safety top-of-mind. Monthly EHS meetings across different premises review incidents, share lessons learned, and address site-specific risks, while a corporate-level EHS Steering Committee, made up of various levels including functional heads provides strategic oversight, reviews performance, and reinforces accountability among senior management. In the event of an incident, involved personnel are invited to share their experience, the factors that contributed to the incident, and their commitments to prevent recurrence. This open and transparent approach promotes learning over blame, reinforces personal responsibility, and encourages continuous improvement, which has deepened SingPost's safety culture across the organisation.

¹⁰ A safety Gemba Walk is a walk through the actual workplace to observe the actions required to complete daily tasks and identify continuous improvement opportunities to improve workplace safety.



SYSTEMATIC RISK MANAGEMENT APPROACH

[403-2, 403-7]

In FY2025/26, SingPost strengthened its proactive risk controls in response to vehicular incident trends, including enhanced defensive driving campaigns, pedestrian segregation improvements, upgraded lighting standards, and advanced surveillance technology deployment. Risk management forms a core component of our EHSMS, supporting a structured approach to hazard identification, risk assessment, and risk control across all SingPost workplaces. Routine activities undergo risk assessments before work begins, while non-routine tasks are guided by established systems to identify potential hazards. Regular workplace inspections further help us detect and address risks, following the hierarchy of controls—prioritising elimination wherever feasible, and using Personal Protective Equipment only as the final layer of protection.

In FY25/26, SingPost continues to maintain its certification for both ISO 45001 and ISO 14001. SingPost applies the ISO 45001 methodology for systematic risk management in occupational health and safety. In addition, in accordance with ISO 14001 requirements, SingPost’s environmental processes require SingPost to conduct Environmental Impact Assessments (EIAs) to identify key environmental aspects, assess potential impacts, and implement necessary controls. The process entails:

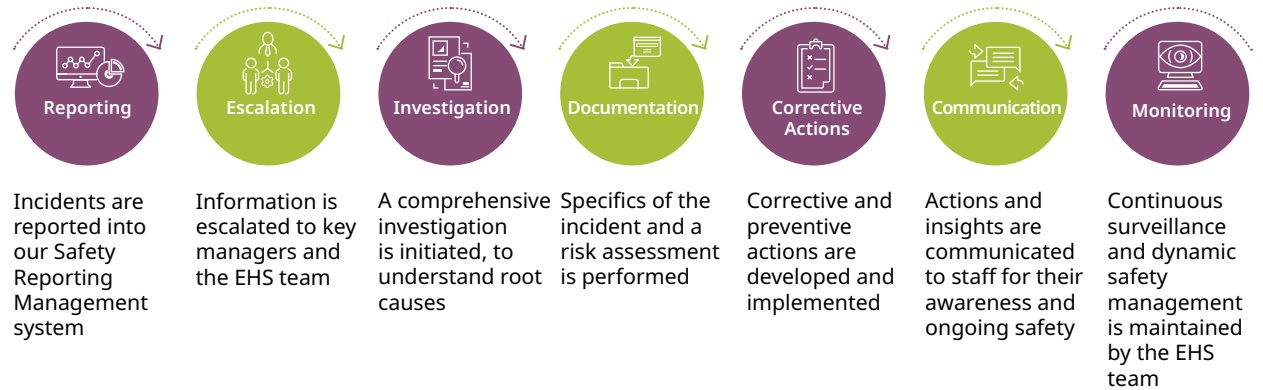
1. Setting clear objectives and environmental policies
2. Conducting comprehensive assessments of environmental aspects and their impacts across our operations.
3. Developing procedures to monitor, evaluate, and mitigate identified environmental impacts.
4. Regularly reviewing and updating these processes to ensure continuous compliance and improvement.

INCIDENT INVESTIGATION

[403-2]

SingPost’s Incident Investigation procedure, part of the EHSMS, outlines the requirements for reporting and investigating EHS incidents, including injuries, near misses, and occupational diseases, to ensure corrective and preventive actions are taken to prevent recurrence.

SINGPOST’S EHS INCIDENT INVESTIGATION PROCEDURE



Incidents are classified according to their risk level, severity, and compliance requirements. Each incident goes through a structured triage process to determine the appropriate course of action. Investigations focus on identifying root causes and establishing Corrective and Preventive Actions (CAPA) to avoid future occurrences. All action items are actively tracked and monitored until completion, ensuring accountability and supporting ongoing improvement.

We encourage our employees to report unsafe conditions, behaviours, and near misses. These reports are closely monitored and analysed by EHS personnel, with high-consequence near-miss incidents shared as case studies to increase hazard awareness and prevent future incidents.

SAFETY TRAINING AND WELLNESS SUPPORT

[403-3, 403-5, 403-6]

Upholding Workplace Safety Through Robust Safety Protocols

At SingPost, we place strong emphasis on maintaining occupational health and safety for all employees, including contractors and temporary staff. Before commencing any duties, everyone is thoroughly briefed or trained on our safety expectations and essential precautions.

We continue to apply and enhance our SOPs and management systems to uphold high standards of workplace safety. An example involves the use of Material Handling Equipment (MHE), whereby operators must scan a QR code and complete a pre-operation checklist before use. This checklist triggers an immediate email to the Operations Leader upon submission. The leader then assesses any abnormalities and responds promptly if needed.

Mandatory Workplace Health and Safety Training

All new employees, regardless of their role, must undergo mandatory workplace health and safety training. Individuals in higher-risk roles, such as forklift operators, must also obtain the necessary certifications to operate safely.

In addition, we customise our training programmes to the specific risks and operating environments of each service and geographical market, reflecting the diverse nature of our operations. For example, in Singapore, delivery riders and drivers receive focused road safety training, while our operations team is trained on managing manual handling risks. Tailored training in this way ensures that safety content is relevant, localised, and effective. EHS meetings, where best practices and challenges are discussed, are conducted monthly.

Equipping Employees with Key Safety and Life-Saving Skills

Responders Plus Programme (RPP)

The RPP is a vital initiative by the Singapore Civil Defence Force (SCDF) designed to bolster community emergency preparedness. Key training components include first aid, CPR/AED, fire safety, evacuation procedures, and SGSecure practices. In October 2025, SingPost continued to support this initiative by sending a total of 28 employees to participate in the RPP, which involved online and in-person training sessions.

By equipping staff with lifesaving skills, SingPost enhances individual preparedness, empowering employees to serve as effective community first responders during emergencies, while also fostering a safer environment for the entire community.

Ensuring the Well-Being of Our Workforce

At SingPost, workplace safety and employee well-being are top priorities. We offer all permanent employees a comprehensive benefits package, including insurance, medical, and dental coverage to ensure that their personal needs are taken care of. Additionally, we continually enhance our mental wellness initiatives, to support the emotional health of our employees, franchisees, and their dependents. A prime example would be the introduction of mental health first aiders back in FY2024/25, where a strong network of mental health first aiders was trained to provide empathetic, non-judgemental support and guide colleagues to appropriate resources when they experience distress.

Refer to the Employee Engagement and Talent Practices section on pages 74-75 for more details on our commitment to promoting employee well-being.

SAFETY PERFORMANCE

[403-9]

In FY2025/26, there was 1 fatality and no high-consequence work-related injuries recorded across the Group.

The fatal incident was vehicular-related and thoroughly investigated in accordance with our Incident Investigation Procedure under the EHSMS, including comprehensive root cause analysis and the implementation of corrective and preventive actions (CAPA).

In FY2025/26, SingPost recorded 15 loss time injuries. Out of these 15 injuries, there were a total of 3 road-related incidents, including the fatal incident. Slips, trips and falls were the largest contributor to lost time injuries. In response, preventive and corrective actions were taken, including rectification of defects, and updating existing risk assessments and safe work procedures.

Please refer to the Key Performance Data and Definitions and Methodologies section on page 99 and page 105 for our safety performance data and details regarding the calculation methodology.

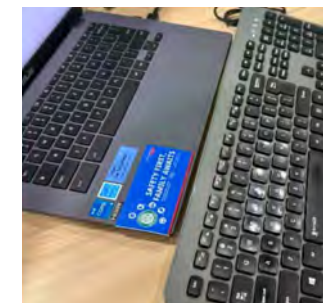
SAFETY INITIATIVES IN FY2025/26

Strengthening Safety & Security Through Proactive Initiatives

At SingPost, workplace safety is an ongoing commitment integrated directly into our daily operations and our employees' physical environment. We believe that a strong safety identity is foundational to our culture. To ensure constant reinforcement of our safety protocols, visual campaigns and daily reminders are strategically deployed at high-traffic transition points across our facilities—including turnstiles, cargo lifts, walkways, and doors.

Building upon this established environmental awareness, we launched several proactive visual and leadership-driven campaigns in FY2025/26 to further empower our workforce and reinforce safe behaviors:

- **Visible Safety Leadership:** We introduced “Safety First” Badges for Management Gemba Walk leaders and WSH Committee members to champion safety on the ground. Additionally, we revised our Qualification Badges to recognise employee skill progression and commitment to safe practices.
- **Targeted Visual Reminders:** “Safety First, Family Awaits” banners were deployed across the various facilities to provide a powerful, personal motivation for returning home safely.
- **Proactive Hazard Management:** We rolled out SAFETY P.O.S.T. hazard reporting cards to empower employees to actively identify and report risks.
- **Operational & Fleet Safety:** To mitigate specific operational risks, we introduced vehicle blind-spot stickers and distributed new multimedia safety videos for continuous staff training.
- **Enhanced Communication:** We refreshed all notice boards across our facilities to ensure safety standards, updates, and messaging remain highly visible and engaging.



To further strengthen behavioral awareness, we have rolled out extensive education and training programmes tailored to our specific operational risks. In August 2025, we integrated safety and security briefings directly into training sessions that were rolled out to all staff.

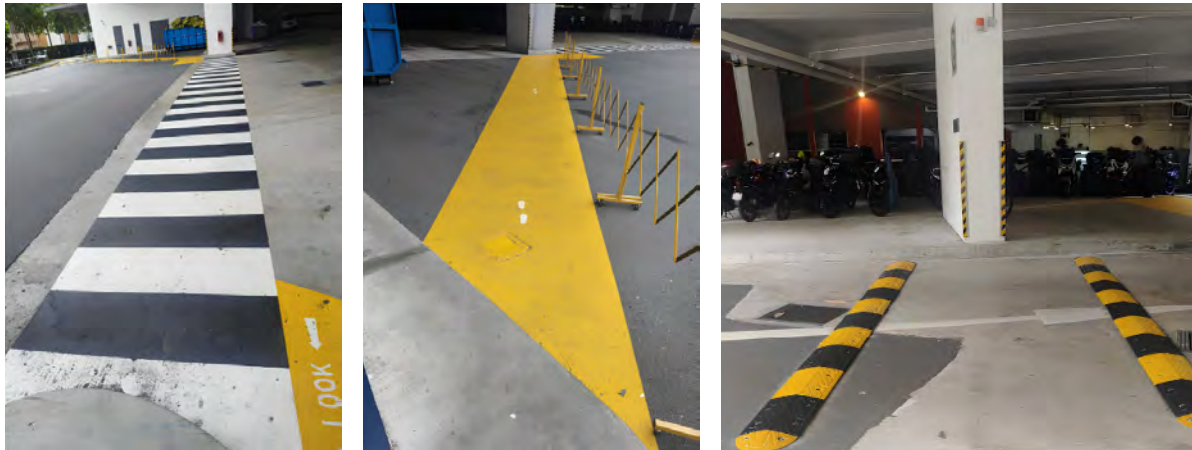


During this same period, we launched the second run of our Defensive Driving and Riding Safety Series, engaging our fleet teams through a 10-part daily briefing series, five-minute structured supervisor-led discussions, and practical scenario-based safety engagements. General emergency preparedness was also enhanced with the introduction of a new Safety Fire Assembly briefing video. On a day-to-day operational level, mandatory safety briefings are rigorously conducted for all staff and contractors.

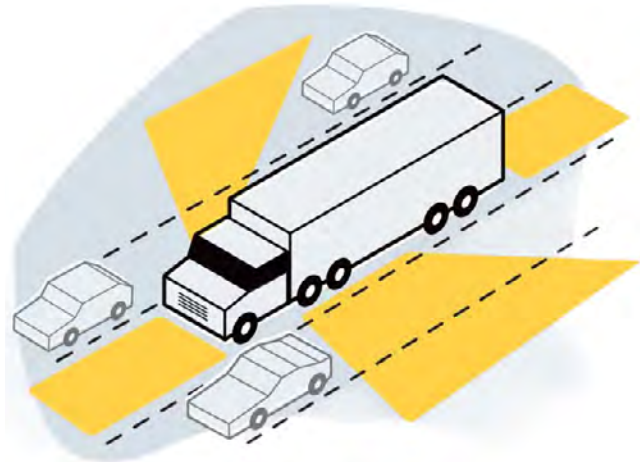
On the infrastructure and technology front, we are continuously leveraging innovation to enhance physical security and workplace safety. By modernising our facilities and equipment, we are creating a safer environment for our employees and strengthening our operational resilience. Key initiatives include:

- **Project NorthStar:** At LogHub, we comprehensively upgraded our legacy eight-year-old surveillance infrastructure. This modernisation features wider field-of-view cameras and licence plate recognition capabilities to enhance site visibility and streamline automated access control. To shift from reactive to proactive risk management, the new system integrates advanced AI-based video analytics capable of triggering real-time intrusion alerts and early fire hazard detection. Concurrently, we completely revamped the site's Security Command Centre and Guardhouse, equipping our security personnel with a modernised operational hub and the advanced tools necessary to effectively monitor the premises and optimise incident response.
- **Project PathGuard:** To systematically address pedestrian safety at LogHub, this initiative physically separates personnel from heavy vehicles. We installed dedicated yellow footprint walkways and double zebra crossings to enforce strict traffic segregation and establish clearly defined safe zones.
- **Turnstile Infrastructure Overhaul:** To further strengthen facility safety and security at LogHub, a comprehensive turnstile overhaul was executed to replace outdated systems. This vital infrastructure upgrade has significantly improved overall operational reliability and enabled faster access clearance for staff. More importantly, the modernised system ensures an enhanced evacuation flow capability, allowing for safer and more efficient movement during emergencies.
- **Project SecureReach:** Through the deployment of a new, purpose-built security buggy, we have expanded our active patrol coverage and accelerated emergency response times, while simultaneously reducing physical fatigue for our security officers.
- **Targeted Lighting Enhancements:** To mitigate operational hazards in high-activity zones, we upgraded the lighting at LogHub's loading and unloading bays. By increasing illumination to 200 lux—safely exceeding the SS531 standard requirement of 150 lux—we significantly improved visibility and reduced vehicular risk exposure for our logistics teams.





> Visual blinkers to alert drivers/riders that they are driving near all walkways (Project PathGuard)



> Visual warning sticker (weatherproof with reflective) to warn other road users to be mindful of SingPost's driver's blind spot areas.



> Sample FOVs from newly installed overlooking various operation functions (Project NorthStar)



> Illumination of loading / unloading bay at Loghub



> Project SecureReach

These comprehensive initiatives are validated by our continued retention of global standards, including ISO 45001 (Occupational Health & Safety), ISO 14001 (Environmental Management), and BizSafe Star certifications.

Recognising staff excellence through national level awards

In FY25/26, SingPost achieved a significant milestone in our safety journey with Senior Engineer Wayne Wong receiving the WSH Award for Supervisors at the WSH Awards 2025. This marks our first-ever national-level recognition for safety excellence, validating our commitment to implementing robust management systems. This accolade highlights the critical role of our frontline leadership in fostering a proactive safety culture across the organisation.



In addition, SingPost's commitment to road safety was recognised at the Singapore Road Safety Awards (SRSA) 2025, organised by the Singapore Road Safety Council, in collaboration with the Traffic Police, LTA, and MOM. For the first time, SingPost was honored across three distinct categories, reflecting the success of our comprehensive driver training and safety protocols:

- Company Award: Excellence in the Motorcycle Fleet Category.
- Safe Driver Award: Mr. Ahmad Rosli Bin Bohari (Light Goods Vehicle Fleet).
- Safe Rider Award: Mr. Muhammad Aizuddin Bin Musa and Anantharaj A/L Appalasamy (Motorcycle Fleet).

These accolades underscore our focus on zero-harm operations and the individual accountability of our frontline staff in maintaining Singapore's road safety standards.

COMMUNITY ENGAGEMENT

At SingPost, we leverage our logistics and eCommerce capabilities to create lasting positive impact. Our goal is to strengthen community resilience, promote digital inclusivity, and champion environmental stewardship, reaffirming our role as a responsible corporate citizen.

Understanding the importance of mental well-being in creating supportive networks, we design initiatives that give individuals and families better access to essential resources for an improved quality of life. We also collaborate with educational institutions to engage youths from schools and universities, inspiring them to contribute to impactful projects that benefit our communities.

FY2025/26 HIGHLIGHTS

- 
 Introduced the Young Philatelists School Programme to spark primary school children's interest in stamp collecting, fostering cultural heritage appreciation and educational growth among young learners.
- 
 Deepened our partnerships with Food from the Heart, by serving as their official logistics partner for their Toy Buffet 2025.

SINGPOST'S COMMUNITY INVESTMENT FRAMEWORK

Our Community Investment Framework continues to guide how we contribute back to the communities we work with. In particular, our focus areas are shaped by how SingPost, with our unique skills and expertise, is best placed to address the social challenges faced by the local communities we serve.



NURTURING OUR HERITAGE AND ENCOURAGING LEARNING

A core focus of the framework is to build a pervasive islandwide network that merges postal and eCommerce logistics, making services more convenient for the public.

We have expanded our service touchpoints to about 2,500, ensuring 80% of Singapore's population can reach a SingPost touchpoint within 10 minutes or less. This will be realised through key initiatives that bring services closer to residents, including the SingPost@MyBlock trial and the expansion of the POPStop network. For more details on SingPost's network expansion, refer to the Customer Experience chapter.

Additionally, recognising stamps' power as a creative learning tool, we are launching a long-term initiative that harnesses their historical and educational richness to ignite curiosity and enrich youth learning experiences. Our nationwide Young Philatelists School Programme leads this effort, piloted this year at Sengkang Green Primary School.

Inspiring the Next Generation with the Young Philatelists School Programme and "A Stamp, A Story" Programme

At SingPost, we believe stamps are more than postage – they are gateways to history, culture, and national identity. To reignite interest in these stories, we introduced the Young Philatelists School Programme, an initiative designed to inspire curiosity in history, geography, and communication through the art of stamp collecting. In today's digital age,



this programme bridges traditional heritage with modern learning, fostering literacy, cultural appreciation, and global awareness.

Launched in March 2026, the pilot at Sengkang Green Primary School marked the first step in this journey, where students explored the rich narratives behind Singapore's stamps and discovered how they reflect our nation's milestones and biodiversity.

To support schools, we created Philately Starter Kits that feature a first day cover, presentation pack, and a curated collection of stamps showcasing themes like our national heritage and biodiversity. Each



stamp is accompanied by historical insights and captivating stories, enabling schools to establish their own stamp clubs and bring these narratives to life.

Complementing this effort, we are developing a digital resource hub that will provide students and the public access to Singapore's extensive stamp archives. This platform will make it easier for everyone to explore our commemorative collections and deepen their understanding of our shared heritage.

Driving further inspiration among the youth to discover the heritage of Singapore's stamps, SingPost has partnered with Yuhua Primary School to launch "A Stamp, A Story" – a unique six-year interdisciplinary post stamp-based learning programme. The programme aligns with SingPost's mission to connect communities and preserve our national postal heritage.



DELIVERING WITH CARE

Championing Well-Being at Cheng San-Seletar

At SingPost, we are dedicated to safeguarding the well-being of senior residents by proactively monitoring mail collection patterns to identify elderly and vulnerable individuals who may need assistance. What began as a pilot in 2022 across seven blocks has now expanded to an additional 6 blocks, reinforcing our commitment to community care.

In partnership with the Cheng San Community Club, we participated in a targeted initiative to advance mental well-being in the Cheng San-Seletar constituency. Mobilising 25 SingPost volunteers who dedicated 75 hours collectively, we distributed care packages—equipped with mental wellness resources and daily essentials—to 572 households across 4 HDB blocks. This focused outreach highlights our dedication to fostering community resilience and raising mental health awareness through meaningful collective action.

Alleviating Food Insecurity with Food from the Heart

For over a decade, SingPost has proudly partnered with Food from the Heart, a charity organisation dedicated to combating food insecurity in Singapore. Through this initiative, our postmen make regular collections of bread and assorted pastries from bakeries in Singapore and deliver them to social welfare organisations, who will then redistribute the confectioneries to the less fortunate in the neighbourhood.

This year, we reaffirmed our commitment to this meaningful partnership, and have achieved:



Additionally, SingPost became the official logistics partner for Food from the Heart's Toy Buffet 2025, a heartwarming event that brings joy to underprivileged children. To inspire wonder and learning, we also sponsored 3,000 Annual Stamp Collections, sparking curiosity and creativity among young beneficiaries.





Honouring Milestones with Commemorative Stamps

Commemorative stamps serve as more than postage – they are a celebration of Singapore’s milestones and cultural heritage. Each collection reflects our nation’s history, values, and diversity, while fostering community spirit and inclusivity. By featuring themes such as significant events, local biodiversity, and cultural traditions, these stamps engage the public and strengthen social connections. Through these initiatives, we reaffirm our commitment to investing in communities and promoting social cohesion.

Commemorating Southeast Asia’s Shared Culture

SingPost released a special commemorative stamp issue marking the multinational inscription of “*Kebaya: Knowledge, Skills, Traditions and Practices*” on the UNESCO Representative List of Intangible Cultural Heritage of Humanity. Jointly nominated by Brunei Darussalam, Indonesia, Malaysia, Singapore, and Thailand, this recognition highlights the cultural significance of the kebaya – a traditional garment that symbolises shared heritage and enduring traditions across Southeast Asia.

Designed with the support of the National Heritage Board, this stamp issue honours the kebaya’s role in connecting communities and preserving cultural identity. Featuring its distinctive elegance and diverse styles embraced in

Singapore, the collection underscores our commitment to celebrating heritage and fostering appreciation for the rich tapestry of traditions that unite the region.

Celebrating Singapore’s Modern Architectural Heritage

A commemorative stamp series titled “Singapore’s Modern Architectural Heritage” was launched in July 2025 to mark 60 years of independence and celebrate the nation’s iconic landmarks from its early nation-building years. The joint issue features five protected Modern



buildings – Former Customs Harbour Branch, Former Singapore Conference Hall and Trade Union House, Former Golden Mile Complex, Queenstown Public Library, and Kwong Wai Shiu Hospital Main Block – each representing innovative design solutions that met the socio-economic needs of a developing Singapore. This initiative recognises the architectural legacy that shaped a vibrant, multicultural city and reflects the spirit of resilience and progress that defined Singapore’s journey.

Marking 60 Years of Partnership and Cultural Exchange

SingPost and Thailand Post jointly launched a commemorative stamp issue in September 2025 to mark the 60th anniversary of diplomatic relations between Singapore and Thailand. Featuring two iconic landmarks—Temple Street in Singapore’s Chinatown and Tha Chang Wang Luang near Bangkok’s Grand Palace—the stamps symbolise six decades of enduring friendship and collaboration across cultural, economic, and diplomatic

spheres. This initiative reflects the shared history and strong partnership between both nations, celebrating their commitment to deepening ties and fostering mutual understanding.





Spotlighting Singapore’s Critically Endangered Flora

In May 2025, SingPost launched the “Critically Endangered Flora of Singapore – Flora of Coastal Forests” commemorative stamp series, developed in collaboration with NParks to spotlight Singapore’s native plant species and conservation efforts. The launch was showcased at the Festival of Biodiversity (31 May–1 June), enabling greater awareness and sense of appreciation among the public. This initiative underscores SingPost’s commitment to environmental stewardship and community engagement, using philatelic storytelling to raise awareness of biodiversity and inspire collective conservation action.

Community Engagement & Cultural Heritage: Celebrating SG60 and World Post Day

As an organisation deeply intertwined with Singapore’s nation-building journey, we recognise that our role extends beyond daily operations—we are custodians of the nation’s history. We actively participate in preserving Singapore’s rich heritage, ensuring that the milestones, struggles, and triumphs of our past remain accessible to the community today.

We believe that stamps are far more than proof of postage; they are miniature time capsules. Each design captures the zeitgeist of its era, reflecting the cultural shifts, historical landmarks, and shared spirit of the times. By curating and sharing these philatelic collections, we provide a vital, visual medium for future generations to look back and understand the evolving story of our nation.

To bring this heritage to the public, we hosted an immersive, free-to-access community exhibition in celebration of Singapore’s 60th anniversary and World Post Day.

Connecting Communities: International Migrants Day Outreach

SingPost believes in the power of physical mail to build meaningful connections. In observance of International Migrants Day on 14 December, we partnered with the Singapore Ministry of Manpower (MOM) and the MOM Assurance, Care, and Engagement (ACE) Group to support the social and emotional well-being of the migrant worker community. Leveraging our core postal capabilities, we sponsored and distributed 8,000 postcards and stamps. This initiative enabled workers to bridge geographical distances and send tangible pieces of their lives in Singapore to their families back home. Beyond facilitating cross-border communication, this outreach is part of our ongoing commitment to fostering social inclusion and expressing our gratitude for the indispensable contributions migrant workers make to our nation’s progress.



DATA AND REPORTING FRAMEWORKS

KEY PERFORMANCE DATA

Climate Action and Resilience¹¹

ENERGY AND GHG EMISSIONS	FY2023/24 ¹²	FY2024/25 ¹²	FY2025/26
Fuel Consumption			
Fuel Consumption (TJ)	35	32	29
Electricity Consumption			
Grid Electricity (MWh)	29,171	27,143	27,242
Solar Energy (MWh)	695	2,093	2,565
Total Electricity Consumption (MWh)	29,866	29,234	29,807
Total Electricity Consumption (TJ)	108	105	107
Direct (Scope 1) GHG Emissions			
GHG Emissions from Fuel (tCO ₂ e)	2,626	2,333	2,089
GHG Emissions from Fugitive Refrigerants (tCO ₂ e) ¹³	N.A.	N.A.	1,641
Direct (Scope 1) GHG Emissions (tCO₂e)	2,626	2,333	3,730
Energy Indirect (Scope 2) GHG Emissions			
Location-based (tCO ₂ e)	12,158	11,183	10,956
Market-based (tCO ₂ e)	12,220	10,322	9,825
Total Direct (Scope 1) and Energy Indirect (Scope 2) GHG Emissions			
Location-based (tCO ₂ e)	14,784	13,516	14,686
Market-based (tCO ₂ e)	14,846	12,656	13,556

11 Due to recent structural change arising from the divestments of subsidiaries, SingPost will be consolidating all data reported under one group, unless otherwise stated, from FY2025/26 onwards. All data in the table represent ongoing operations and excludes divested business entities.

12 As per guidance from GHG Protocol, FY2023/24 and FY2024/25 data are restated to exclude divested business entities to allow for a like-for-like comparison for continuing operations. Please refer to the tables on divested entities for their performance data.

13 From FY2025/26 onwards, Scope 1 will include the reporting of fugitive emissions from refrigerants. Due to insufficient data records, SingPost is unable to include this source in FY2023/24 and FY2024/25's Scope 1 inventory.

ENERGY AND GHG EMISSIONS	FY2023/24 ¹⁴	FY2024/25 ¹⁴	FY2025/26
Upstream and Downstream Value Chain Indirect (Scope 3) GHG Emissions¹⁵			
Category 1: Purchased Goods and Services (tCO ₂ e)	10,766	11,256	9,858
Category 2: Capital Goods (tCO ₂ e)	1,757	762	1,977
Category 3: Fuel- and Energy-related Activities Not Included in Scope 1 or Scope 2 (tCO ₂ e)	3,188	2,955	2,140
Category 4: Upstream Transportation and Distribution (tCO ₂ e)	36,835	31,201	8,865 ¹⁶
Category 5: Waste Generated in Operations (tCO ₂ e)	1,761	1,936	2,775
Category 6: Business Travel (tCO ₂ e)	335	504	69
Category 7: Employee Commuting (tCO ₂ e)	N.A.	1,895	1,824
Category 12: End-of-Life Treatment of Sold Products (tCO ₂ e)	N.A.	140	259
Category 13: Downstream Leased Assets (tCO ₂ e)	N.A.	5,993	5,726
Category 15: Investments (tCO ₂ e)	N.A.	N.A.	3,187
Total Value Chain (Scope 3) GHG Emissions	54,642	56,641	36,681

14 As per guidance from GHG Protocol, FY2023/24 and FY2024/25 data are restated to exclude divested business entities to allow for a like-for-like comparison for continuing operations. Please refer to the tables on divested entities for their performance data.

15 For FY2023/24, the Scope 3 inventory only covered upstream emission categories i.e. Category 1 to Category 6. For FY2024/25, all categories were included in the Scope 3 inventory except Category 15. FY2025/26 is the first year SingPost will be reporting on the full Scope 3 inventory that covers all relevant upstream and downstream emission categories.

16 The reduction for Category 4 emissions is mainly due to the change in methodology from spend-based to activity-based to reflect greater accuracy going forward. Due to insufficient data records, SingPost was unable to use the activity-based approach to restate FY24/25 and FY23/24 numbers.

Resource Efficiency and Waste Management¹⁷

WASTE DIRECTED TO DISPOSAL	FY2023/24 ¹⁸	FY2024/25 ¹⁸	FY2025/26
Incineration			
Non-hazardous Waste – Incineration (tonnes)	2,747	3,036	3,405
Hazardous Waste – Incineration (tonnes)	0	0	0
Total Waste Directed to Disposal (tonnes)	2,747	3,036	3,405
WASTE DIVERTED FROM DISPOSAL			
WASTE DIVERTED FROM DISPOSAL	FY2023/24 ¹⁸	FY2024/25 ¹⁸	FY2025/26
Non-hazardous Waste – Recycled			
Offsite (tonnes)	566	740	1,162
Onsite (tonnes)	0	0	25
Total Waste Diverted from Disposal (tonnes)	566	740	1,186
WATER CONSUMPTION¹⁹			
WATER CONSUMPTION ¹⁹	FY2023/24 ¹⁸	FY2024/25 ¹⁸	FY2025/26
Consumption from water stressed regions (m ³)	0	0	0
Consumption from non-water stressed regions (m ³)	231,057	224,255	227,013
Total Water Consumption (m³)	231,057	224,255	227,013

17 All data in the table represent ongoing operations and have excluded divested business entities. Please refer to the tables on divested entities for their associated data.

18 As per guidance from GHG Protocol, FY2023/24 and FY2024/25 data are restated to exclude divested business entities to allow for a like-for-like comparison for continuing operations. Please refer to the tables on divested entities for their performance data.

19 Regions of water stress were assessed using WRI.org tool 'aqueduct water risk atlas', where "water-stressed" was defined to be high or extremely high i.e. >40% at risk. SingPost's operations are predominantly in Singapore.

Divested Entities – Climate Action and Resilience

ENERGY AND GHG EMISSIONS	FY2023/24	FY2024/25	FY2025/26 ²⁰
Fuel Consumption			
Singapore (TJ)	5	5	1
Australia (TJ)	376	775	N.A.
International (TJ)			
– Gas/Diesel Oil and Motor Gasoline (TJ)	0.30	0.30	N.A.
– Biofuel (TJ)	0.01	0.01	N.A.
Total Fuel Consumption (TJ)	382	780	1
Electricity Consumption			
Singapore (MWh)	103	61	14
Australia (MWh)			
– Grid Electricity (MWh)	5,259	9,190	N.A.
– Solar Energy (MWh)	166	167	N.A.
International (MWh)	845	523	N.A.
Total Electricity Consumption (MWh)	6,373	9,941	14
Total Electricity Consumption (TJ)	23	36	0.1
Direct (Scope 1) GHG Emissions			
Singapore (tCO ₂ e)	397	340	105
Australia (tCO ₂ e)	26,320	54,093	N.A.
International (tCO ₂ e)	22	22	N.A.
Total Direct (Scope 1) GHG Emissions (tCO₂e)	26,739	54,455	105

20 Due to divestments, data in FY2025/26 is not as readily available as previous years. Where available, FY2025/26 data is captured till the date of divestment.

ENERGY AND GHG EMISSIONS	FY2023/24	FY2024/25	FY2025/26 ²¹
Energy Indirect (Scope 2) GHG Emissions			
Location-based			
- Singapore (tCO ₂ e)	43	25	6
- Australia (tCO ₂ e)	3,797	6,342	N.A.
- International (tCO ₂ e)	444	254	N.A.
Market-based			
- Singapore (tCO ₂ e)	43	25	6
- Australia (tCO ₂ e)	3,797	6,342	N.A.
- International (tCO ₂ e)	444	254	N.A.
Total Energy Indirect (Scope 2) GHG Emissions (tCO₂e) - Market-based	8,568	13,242	11
Total Direct (Scope 1) and Energy Indirect (Scope 2) GHG Emissions (Market-based)			
Singapore (tCO ₂ e)	439	366	110
Australia (tCO ₂ e)	30,117	60,435	N.A.
International (tCO ₂ e)	466	276	N.A.
Total Direct (Scope 1) and Energy Indirect (Scope 2) GHG Emissions (tCO₂e) - Market-based	31,022	61,077	110
Upstream and Downstream Value Chain Indirect (Scope 3) GHG Emissions			
Singapore (tCO ₂ e)	2,801	4,874	N.A.
Australia (tCO ₂ e)	362,910	241,824	N.A.
International (tCO ₂ e)	7,212	14,066	N.A.
Total Upstream Value Chain (Scope 3) GHG Emissions	372,923	260,764	N.A.

21 Due to divestments, data in FY2025/26 is not as readily available as previous years. Where available, FY2025/26 data is captured till the date of divestment.

Divested Entities – Resource Efficiency and Water Management

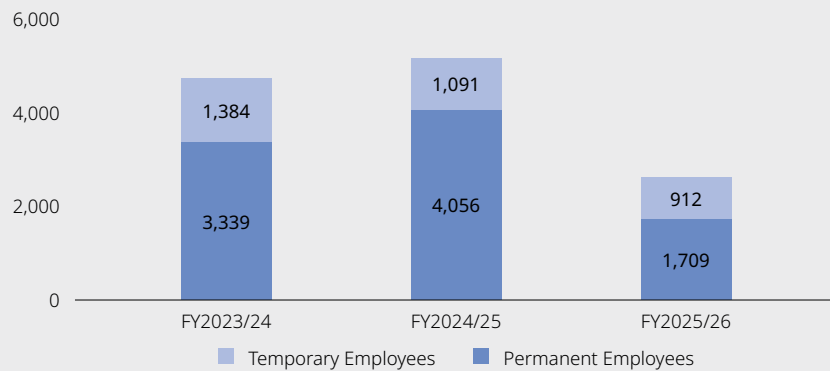
WASTE DIRECTED TO DISPOSAL	FY2023/24	FY2024/25	FY2025/26
Non-hazardous Waste - Landfilled			
Singapore (tonnes)	1,120	N.A.	N.A.
Australia (tonnes)	1,210	2,555	N.A.
International (tonnes)	49	51	N.A.
Total Non-Hazardous Landfilled Waste (tonnes)	2,379	2,606	N.A.
Hazardous Waste - Landfilled			
Singapore (tonnes)	N.A.	N.A.	N.A.
Australia (tonnes)	18	2	N.A.
International (tonnes)	0	0	N.A.
Total Hazardous Landfilled Waste (T)	18	2	N.A.
WASTE DIVERTED FROM DISPOSAL			
Non-hazardous Waste - Recycled			
Singapore (tonnes)	N.A.	N.A.	N.A.
Australia (tonnes)	547	1,061	N.A.
International (tonnes)	19	6	N.A.
Total Waste Recycled (T)	566	1,067	N.A.
WATER CONSUMPTION²²			
Singapore (m³)			
Consumption from water stressed regions (m ³)	0	0	0
Consumption from non-water stressed regions (m ³)	761	669	57
Australia (m³)			
Consumption from water stressed regions (m ³)	6,180	5,041	N.A.
Consumption from non-water stressed regions (m ³)	10,613	10,229	N.A.
International (m³)			
Consumption from water stressed regions (m ³)	3,017	3,017	N.A.
Consumption from non-water stressed regions (m ³)	329	329	N.A.
Total Water Consumption (m³)	20,900	19,285	57

22 Regions of water stress were assessed using WRI.org tool 'aqueduct water risk atlas', where "water-stressed" was defined to be high or extremely high i.e. >40% at risk

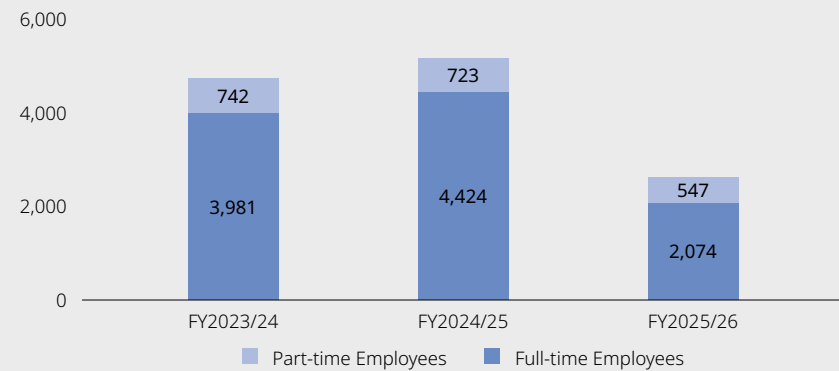
EMPLOYEE ENGAGEMENT AND TALENT PRACTICES

As of 31 March 2026, the total number of employees across SingPost stands at 2,621 employees. This section provides a breakdown of the employee numbers by employment and contract type, region and gender.

TOTAL NUMBER OF PERMANENT AND TEMPORARY EMPLOYEES



TOTAL NUMBER OF FULL-TIME AND PART-TIME EMPLOYEES



OUR EMPLOYEES	SINGAPORE			INTERNATIONAL ²³			AUSTRALIA ²⁴		
	FY2023/24	FY2024/25	FY2025/26	FY2023/24	FY2024/25	FY2025/26	FY2023/24	FY2024/25	FY2025/26
Total number of employees									
All	3,288	2,953	2,561	185	105	60	1,250	2,089	
Breakdown of total employees, by gender									
Male	51.7%	53.8%	55.9%	48.1%	59.0%	50.0%	67.9%	70.7%	
Female	48.3%	46.2%	44.1%	51.9%	41.0%	50.0%	31.7%	29.3%	
Non-binary, gender diverse or not known							0.4%	0.0%	
Breakdown of total employees, by region									
All	69.6%	57.4%	97.7%	3.9%	2.0%	2.3%	26.5%	40.6%	

²³ International consists of operating offices in China and Malaysia. In previous years, this also includes non-Singaporean entities which have since been divested.

²⁴ Entities under this category have been divested since March 2025.

OUR EMPLOYEES	SINGAPORE			INTERNATIONAL			AUSTRALIA		
	FY2023/24	FY2024/25	FY2025/26	FY2023/24	FY2024/25	FY2025/26	FY2023/24	FY2024/25	FY2025/26
Total percentage of permanent and temporary employees, by region and gender									
Permanent employees									
Region	60.1%	47.1%	99.0%	3.2%	1.9%	1.0%	36.7%	50.9%	
Gender	Male	68.4%	70.3%	72.6%	47.7%	56.4%	29.4%	68.3%	70.8%
	Female	31.6%	29.7%	27.4%	52.3%	43.6%	70.6%	31.3%	29.2%
	Non-binary, gender diverse or not known						0.4%	0.0%	
Temporary employees									
Region	92.6%	95.4%	95.3%	5.6%	2.5%	4.7%	1.7%	2.1%	
Gender	Male	25.4%	23.3%	23.2%	48.7%	66.7%	58.1%	50.0%	56.5%
	Female	74.6%	76.7%	76.8%	51.3%	33.3%	41.9%	50.0%	43.5%
	Non-binary, gender diverse or not known						0.0%	0.0%	
Total percentage of full-time and part-time employees, by region and gender									
Full-time employees									
Region	65.3%	52.5%	97.1%	4.5%	2.4%	2.9%	30.2%	45.1%	
Gender	Male	62.9%	65.8%	68.5%	49.2%	59.0%	50%	68.5%	72.1%
	Female	37.1%	34.2%	31.5%	50.8%	41.0%	50%	31.2%	27.9%
	Non-binary, gender diverse or not known						0.3%	0.0%	
Part-time employees									
Region	93.0%	87.3%	100%	0.5%	0.0%	0.0%	6.5%	12.7%	
Gender	Male	9.3%	9.5%	9.3%	0.0%	N.A.	N.A.	54.2%	41.3%
	Female	90.7%	90.5%	90.7%	100.0%	N.A.	N.A.	43.8%	58.7%
	Non-binary, gender diverse or not known						20.1%	0.0%	
Total percentage of non-guaranteed hours employees, by gender and region									
Non-guaranteed hours employees									
Region	N.A.	N.A.	N.A.	0.0%	0.0%	0.0%	100.0%	100.0%	
Gender	Male	N.A.	N.A.	N.A.	0.0%	0.0%	0.0%	71.7%	80.2%
	Female	N.A.	N.A.	N.A.	0.0%	0.0%	0.0%	24.5%	19.8%
	Non-binary, gender diverse or not known						3.8%	0.0%	

EMPLOYEE TRAINING HOURS	SINGAPORE			INTERNATIONAL			AUSTRALIA		
	FY2023/24	FY2024/25	FY2025/26	FY2023/24	FY2024/25	FY2025/26	FY2023/24	FY2024/25	FY2025/26
Total Training Hours – Senior Management									
Male	847	70	211	5	3	N.A.	30	9	
Female	213	60	162	0	0	N.A.	67	10	
Non-binary, gender diverse or not known							0	0	
Total	1,060	130	373	5	3	N.A.	96	19	
Total Training Hours – Non-Senior Management									
Male	17,542	10,336	8,757	696	198	302	6,715	9,654	
Female	13,270	5,497	6,555	733	198	363	4,358	4,078	
Non-binary, gender diverse or not known							34	0	
Total	30,812	15,833	15,312	1,429	395	665	11,107	13,732	
Average Training Hours – Senior Management									
Male	32.6	3.5	13.2	5.0	2.5	N.A.	3.7	1.4	
Female	15.2	4.0	18.0	0	0	N.A.	9.5	5.0	
Non-binary, gender diverse or not known							0	0	
Total training Hours	26.5	3.7	14.9	5.0	2.5	N.A.	6.6	2.3	
Average Training Hours – Non-Senior Management									
Male	10.5	6.6	6.2	7.9	3.2	10.1	8.0	6.6	
Female	8.4	4.1	5.8	7.6	4.6	12.1	11.2	6.7	
Non-binary, gender diverse or not known							6.8	0	
Total Training Hours	9.5	5.4	6.0	7.8	3.8	11.1	9.0	6.6	

HEALTH AND SAFETY

SAFETY PERFORMANCE	EMPLOYEES			NON-EMPLOYEES		
	FY2023/24	FY2024/25	FY2025/26	FY2023/24	FY2024/25	FY2025/26
Total man-hours ²⁵	9,653,419 ²⁶	11,188,807	5,765,955	6,051,267	6,471,699	1,507,332
No. of work-related fatalities	0	0	1	0	1	0
Rate of work-related fatalities per 200,000 hours worked	0	0	0.03	0	0.03	0
No. of high-consequence work-related injuries ²⁷ (excluding fatalities)	2	0	0	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities) per 200,000 hours worked	0.04	0	0	0	0	0
No. of loss time injuries (LTI)	83	39	15	9	11 ²⁶	0
Rate of loss time injuries per 200,000 hours worked (LTIFR)	1.72	0.70	0.52	0.30	0.34	0
No. of recordable work-related injuries (TRI) ²⁸	107	119	19	14	22	3
Rate of recordable work-related injuries per 200,000 hours worked (TRIFR)	2.22	2.13	0.66	0.46	0.68	0.40

25 There was a marked decrease in total man-hours worked in FY2025/26 due to the divestment of business entities. For the full list of entities divested, please refer to past announcements made by SingPost.

26 Restated from FY2024/25 Sustainability Report

27 High-consequence work-related injury refers to an injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within 6 months.

28 Recordable work-related injuries defined as lost time injuries, restricted work cases, and medical treatment cases.

DEFINITIONS, BOUNDARIES AND METHODOLOGIES

[2-2, 3-1, 3-2, 3-3, 2-4, 302-1, 305-1, 305-2, 403-9, 404-1]

GENERAL

The Sustainability Reporting scope for SingPost includes all corporate entities under Singapore Post Limited. Refer to Reporting Scope section on page 6 for more details. For more information on the corporate structure of SingPost, please refer to page 6 of the Annual Report.

SingPost sets the threshold for materiality at 5%. If subsequent miscalculations for the base year or reported years are detected, a restatement will be made if the cumulative effect of the changes impacts the reported emissions by more than 5%.

Where applicable, figures in the tables may be rounded off to a decimal point. Data from the following reporting periods have been included in this report unless stated otherwise:

- FY2023/24: 1 April 2023 to 31 March 2024
- FY2024/25: 1 April 2024 to 31 March 2025
- FY2025/26: 1 April 2025 to 31 March 2026

Climate Action and Resilience

Energy Consumption	<p>The following definitions have been adopted for energy consumption, including fuel and electricity</p> <ul style="list-style-type: none"> • Fuel consumption: Total fuel consumption within SingPost, expressed in joules or multiples. This includes motor gasoline, diesel oil, biofuel blend (of mineral diesel and biodiesel), biopetrol blend (of mineral petrol and biopetrol) and liquified petroleum gases used for vehicles owned or under SingPost's operational control, as well as all equipment owned and used in offices and locations from which SingPost operates and maintains operational control. It excludes subcontractors' vehicles or operations. • Electricity consumption: Total electricity consumption within SingPost, expressed in watt-hours, joules or multiples. This is related to the electricity used for leased spaces, buildings owned and under SingPost's operational control, as well as all delivery vehicles owned by SingPost. Starting from FY25/26, we have included POPStations, POPDrops and Parcel Santa installations. <p>The scope and boundaries for both fuel and electricity consumption are for SingPost, key subsidiaries and associated companies as stated in the Reporting Scope section on page 6.</p>
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Energy Consumption (cont'd)	The following conversion factors for energy consumption were used:				
	EMISSION SOURCE	CONVERSION FACTORS	UNIT	CONVERSION NUMBERS (for years prior to FY24/25)	CONVERSION NUMBERS (FY24/25 and beyond)
	Energy	Conversion to energy units	kWh to TJ	0.0000036	0.0000036
	Motor gasoline	Fuel density	kg/m ³	740.00	745.34
		Energy density	TJ/Gg	44.30	44.30
	Gas/Diesel Oil	Fuel density	kg/m ³	840.00	913.28
		Energy density	TJ/Gg	43.00	43.00
	Liquified Petroleum Gases	Fuel density	kg/m ³	540.00	493.54
		Energy density	TJ/Gg	47.30	47.30
	Biofuel Blend	Fuel density for biodiesel	kg/m ³	890.00	890.00
		Energy density for biodiesel	TJ/Gg	27.00	27.00
		Fuel density for mineral diesel	kg/m ³	829.88	830.57
		Energy density for mineral diesel	TJ/Gg	43.00	43.00

Energy Consumption (cont'd)	EMISSION SOURCE	CONVERSION FACTORS	UNIT	CONVERSION NUMBERS (for years prior to FY24/25)	CONVERSION NUMBERS (FY24/25 and beyond)
	Biopetrol Blend	Fuel density for bioethanol	kg/m ³	790.00	790.00
		Energy density for bioethanol	TJ/Gg	27.00	27.00
		Fuel density for mineral petrol	kg/m ³	746.27	746.27
		Energy density for mineral petrol	TJ/Gg	44.30	44.30

The figures values relating to diesel, petrol and jet kerosene were sourced/ derived from the Intergovernmental Panel on Climate Change (IPCC) Guidelines, whereas values relating to biofuel and biopetrol were sourced/derived from United Kingdom (UK) Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2024. Fuel densities have been updated for FY2024/25 onwards to reflect an update in the GHG Protocol Emission Factors Cross-Sector tool.

Methodology: The direct energy consumption from fuel was calculated using the consumed fuel volume used multiplied by the density of fuel and energy density of the fuel. In the event that actual invoiced data is unavailable, electricity and/or fuel consumption is estimated based on best available information including prior period information and/or similar information from comparable operations.

Greenhouse Gas (GHG) Emissions

SingPost adopts the use of the GHG Protocol Corporate Accounting and Reporting Standard and accounts for its direct (Scope 1), energy indirect (Scope 2), and value-chain indirect (Scope 3) GHG emissions using the operational control criteria.

GHG definition and boundary: GHG emissions refer to gas that contributes to the greenhouse effect by absorbing infrared radiation. The GHGs that are considered in the preparation of our GHG emissions inventory are carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and hydrofluorocarbons (HFCs). Perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃) are assessed to be immaterial gases within SingPost's operational boundary.

Greenhouse Gas (GHG) Emissions (cont'd)

- Direct (Scope 1) GHG emissions:** GHG emissions from combustion of fuel used for vehicles and equipment owned or under SingPost's operational control, as well as all equipment owned and used in offices and locations from which SingPost operates and maintains operational control. From FY2024/25 onwards, SingPost has expanded data collection for Scope 1 GHG emissions to include fugitive emissions from refrigerant use from chillers and air-conditioning units.

The following emission factors were used for Direct (Scope 1) GHG emissions:

- From FY2023/24 onwards, the global warming potential (GWP) values have been updated to be derived from the 2021 IPCC Sixth Assessment Report, on a 100-year time horizon. Fuel density and energy density values are sourced from the GHG Protocol Cross-Sector Tool for non-renewable fuels, as well as the UK Department for Energy Security & Net Zero's 'Greenhouse Gas Reporting: Conversion Factors 2024' for biodiesel and biopetrol fuels.
- The following emission factors for fuel-related emissions were used:

TYPE OF COMBUSTION	EMISSION SOURCE	UNIT	CONVERSION NUMBERS
Mobile Combustion	Motor Gasoline	kgCO ₂ e/L	2.30
	Gas/Diesel Oil		2.93
	Biodiesel (for FY24 and earlier)		0.17
	Bioethanol (for FY24 and earlier)		0.009
Stationary Combustion	Gas/Diesel Oil		2.93

- Biogenic (Scope 1) GHG emissions: GHG (CO₂) emissions that result from the combustion or biodegradation of biomass. In FY2023/24, SingPost has started reporting on its biogenic emissions due to the use of biofuel in its overseas operations from FY2022/23 onwards and biopetrol from FY2023/24 onwards. In FY2025/26, no biofuels are used in its operations since the divestment of its overseas subsidiaries.
- Refrigerant global warming potentials (GWP) were derived from IPCC's Sixth Assessment Report (AR6)

Greenhouse Gas (GHG) Emissions
(cont'd)

- **Electricity indirect (Scope 2) GHG emissions:** GHG emissions that result from the generation of purchased electricity used for leased space, buildings owned and under SingPost's operational control, as well as all fleet vehicles owned by SingPost. From FY2025/26 onwards, the inventory includes POPStations, POPDrops, and Parcel Santa installations. Carbon dioxide (CO₂) is included in the GHG emissions calculation. The inventory also includes the indirect emissions from our offices in China and Malaysia.
- SingPost has continued with a location-based and market-based approach for its Scope 2 GHG emissions in accordance with the GHG Protocol Scope 2 Guidance.
 - **Location-based method:** GHG emissions were calculated using the grid emission factors (GEF) sourced from the Singapore Energy Statistics, the Energy Market Authority Singapore (EMA) annual publication on energy statistics in Singapore as at date of report publication for each year. EMA adopts methodologies recommended by the Intergovernmental Panel on Climate Change (IPCC) for the computation of the GEF and upstream fugitive methane emission factors. The GEF measures the average CO₂ emissions emitted per unit net electricity generated. It is calculated using the Average Operating Margin (OM) method, the generation-weighted average CO₂ emissions per unit of net electricity generation of all generating power plants serving the electricity grid.
 - **Market-based method:** Supplier-specific emission factors were used for specific locations in Singapore (where applicable) from October 2023 onwards; For other locations without a supplier-specific emission factor, the GEF from EMA was adopted.

The following table details the GEF values (in kgCO₂/kWh) used for the relevant geographies:

	FY2022/23	FY2023/24	FY2024/25	FY2025/26	SOURCE
Singapore	0.4057	0.4168	0.412	0.402	EMA, Singapore
China	-	-	-	0.6205	Ministry of Ecology and Environment, China
Malaysia	0.639 ^a	0.64 ^a	0.758 ^a	0.74 ^b	^a Zico Law ^b MyEnergyStats

Greenhouse Gas (GHG) Emissions
(cont'd)

- **Value-chain indirect (Scope 3) GHG emissions:** GHG emissions that occur from sources owned or controlled by other entities in the value chain (e.g., materials suppliers, third-party logistics providers, waste management suppliers, travel suppliers, lessees and lessors, franchisees, retailers, employees, and customers).
 - SingPost has completed assessing the Scope 3 categories most material to our operations and its Scope 3 GHG emissions. In FY2025/26, we expanded our reporting scope to include one downstream category (Category 15). We also enhanced our calculation methodology for Category 4 to move from spend-based to activity-based to increase the accuracy of our inventory.
 - Categories omitted from the current inventory have been assessed as immaterial as they are non-applicable to operations or do not meet the materiality threshold of 5%. To ensure ongoing accuracy, SingPost monitors and reviews these categories annually, and will include them in the inventory should they meet the materiality threshold.

Scope 3 Categories Relevant to SingPost

CATEGORY	DESCRIPTION	METHODOLOGY	SOURCE OF EMISSION FACTORS
Category 1: Purchased Goods and Services	All upstream (i.e. cradle-to-gate) emissions from the production of products purchased or acquired by the reporting company in the reporting year. Products include both goods (tangible products) and services (intangible products).	<ul style="list-style-type: none"> • Spend-based • Average-data 	<ul style="list-style-type: none"> • United States Environmental Protection Agency (US EPA) Supply chain Greenhouse Gas Emission Factors for US Industries and Commodities (v1.3) • UK Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2025
Category 2: Capital Goods	All upstream (i.e., cradle-to-gate) emissions from the production of capital goods purchased or acquired by the reporting company in the reporting year	<ul style="list-style-type: none"> • Spend-based 	<ul style="list-style-type: none"> • Singapore Emission Factors Registry (2025)
Category 3: Fuel- and energy-related emissions not included in scope 1 or scope 2	Emissions related to the production of fuels and energy purchased and consumed by the reporting company in the reporting year that are not included in scope 1 or scope 2.	<ul style="list-style-type: none"> • Average-data 	<ul style="list-style-type: none"> • UK Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2025

Greenhouse Gas (GHG) Emissions (cont'd)	CATEGORY	DESCRIPTION	METHODOLOGY	SOURCE OF EMISSION FACTORS
	Category 4: Upstream Transportation and Distribution	Emissions from the transportation and distribution of products (excluding fuel and energy products) purchased or acquired by the reporting company in the reporting year in vehicles and facilities not owned or operated by the reporting company, as well as other transportation and distribution services purchased by the reporting company in the reporting year (including both inbound and outbound logistics).	<ul style="list-style-type: none"> Average-data (this methodology changed from spend-based in FY2024/25 due to improved availability of data) 	<ul style="list-style-type: none"> UK Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2025
	Category 5: Waste Generated in Operations	Emissions from third-party disposal and treatment of waste that is generated in the reporting company's owned or controlled operations in the reporting year.	<ul style="list-style-type: none"> Average-data 	<ul style="list-style-type: none"> UK Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2025 Singapore's 2024 National Inventory Document Singapore Emission Factors Registry (2025)
	Category 6: Business Travel	Emissions from the transportation of employees for business-related activities in vehicles owned or operated by third parties, such as aircraft, trains, buses, and passenger cars.	<ul style="list-style-type: none"> Distance-based Spend-based 	<ul style="list-style-type: none"> United States Environmental Protection Agency (US EPA) Supply chain Greenhouse Gas Emission Factors for US Industries and Commodities (v1.3) UK Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2025

Greenhouse Gas (GHG) Emissions (cont'd)	CATEGORY	DESCRIPTION	METHODOLOGY	SOURCE OF EMISSION FACTORS
	Category 7: Employee Commuting	Emissions from the transportation of employees between their homes and their worksites.	<ul style="list-style-type: none"> Distance-based 	<ul style="list-style-type: none"> Singapore Emission Factors Registry (2025) UK Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2025
	Category 12: End-of-Life Treatment of Sold Products	Emissions from the waste disposal and treatment of products sold by the reporting company (in the reporting year) at the end of their life.	<ul style="list-style-type: none"> Average-data 	<ul style="list-style-type: none"> Singapore Emission Factors Registry (2025)
	Category 13: Downstream Leased Assets	Emissions from the operation of assets that are owned by the reporting company (acting as lessor) and leased to other entities in the reporting year that are not already included in scope 1 or scope 2.	<ul style="list-style-type: none"> Average-data 	<ul style="list-style-type: none"> Singapore Emission Factors Registry (2025) UK Department for Energy Security & Net Zero: Greenhouse gas reporting: conversion factors 2025
	Category 15: Investments	Emissions from the operation of investments (including equity and debt investments and project finance), not included in Scope 1 and 2.	<ul style="list-style-type: none"> Average-data 	

Resource Efficiency and Waste Management

Reporting Scope for Waste	The Reporting Scope for Waste data presented in this report covers all Singapore-based operations
Waste	<ul style="list-style-type: none"> Waste: refers to anything that the holder discards, intends to discard, or is required to discard expressed in tonnes (T) or multiples and excludes effluents. SingPost does not produce any hazardous waste from our operations Waste disposed: Any operation which is not recovery, even where the operation has, as a secondary consequence, the recovery of energy. It is the end-of-life management of discarded products, materials, and resources in a sink or through a chemical or thermal transformation that makes these products, materials, and resources unavailable for further use. (e.g. incineration with/without energy recovery, landfilling) Waste diverted from landfill: In the Singapore context, this refers to waste streams that are diverted from incineration plants and hence landfill. These streams will include waste recycled, as well as waste that goes through treatment methods other than incineration and landfill, such as on-site food waste digestion. Recycled waste refers to the reprocessing of products or components of products that have become waste, to make new materials. <p>Scope and boundaries: The waste disposed, and waste recycled data reported only includes owned or leased properties where SingPost have engaged a waste management contractor, or is:</p> <ul style="list-style-type: none"> Billed by the local utilities/ landlord. In the event that actual invoiced data is unavailable, waste disposed/ recycled is estimated based on best available information Estimated based on period information and/or similar information from comparable operations. The following table provides more details and the boundaries of waste disposed and waste diverted at SingPost

Waste (cont'd)	CATEGORY	OPERATION	DETAILS
	Waste disposed	Waste-to-energy (WTE)	In Singapore licensed waste contractors transport incinerable waste to the WTE for incineration respectively. The heat from combustion generates superheated steam in boilers, and the steam drives turbogenerators to produce electricity. In Singapore, ferrous scrap metal contained in the ash is recovered and recycled.
		Landfill	In Singapore, ash generated from WTE incineration is sent for disposal at the offshore Semakau Landfill.
	Waste Diverted from landfill	Off-site Recycling	Recycling is the reprocessing of products or components of products that have become waste, to make new materials. At SingPost's properties, recyclables are broken down by paper, plastic, wood, ferrous and glass.
Food Waste Digestion		Food waste generated through SingPost's tenants' operations at SingPost Centre are treated by an on-site food waste digester.	
Reporting Scope for Water	The Reporting Scope for Water data presented in this report covers all Singapore-based operations		
Water	<ul style="list-style-type: none"> Water consumption: measures the amount of water used by SingPost at the assets, offices and locations where we have operational control. Water stressed: refers to the ability, or lack thereof, to meet the human and ecological demand for water; the availability, quality, or accessibility of water. Regions of water stress were assessed using World Resources Institute (WRI) tool for 'Aqueduct Water Risk Atlas' whereby <ul style="list-style-type: none"> Water-stressed based on High or Extremely high i.e. >40% at risk rating Non-water stressed based on Medium High, Low-medium & Low risk rating 		

Employee Engagement and Talent Practices

Employees	Employee definition: An individual who is in an employment relationship with SingPost according to the respective national laws or legislations in the markets that we operate in. All employee data relates to the year's headcount as of 31 March 2026.
Employment Type	<ul style="list-style-type: none"> • Full-time employees: refers to employees whose working hours are defined according to national legislation and practice regarding working time. • Part-time employees: refers to employees whose working hours are less than 'full-time employees' as defined above. • Non-guaranteed hours employees: refers to employees who are employed by the organisation without a guarantee of minimum or fixed number of working hours.
Employment Contract	<p>Employment contract definition: An employment contract is recognised as under national law or practice that can be written, verbal, or implicit (that is, when all the characteristics of employment are present but without a written or witnessed verbal contract).</p> <ul style="list-style-type: none"> • Permanent employees: Employees where we have a contract, for full-time or part-time work, for an indeterminate period. • Fixed term contract employees (or otherwise referred to as "contract employees" in this report): Employees where we have an employment contract that ends when a specific time period expires or when a specific task that has a time estimate attached is completed.

Health and Safety

Reporting Scope	<p>The reporting scope for safety performance (work-related injuries) presented in this report covers all of SingPost's operations</p> <p>From FY2023/24 onwards, SingPost expanded its data collection and reporting scope to include work related injuries for both employees and non-employees. Non-employees are defined by SingPost as workers who are not employees and whose work and/or workplace is controlled by SingPost including only long-term third-party contractors/service providers engaged by SingPost.</p>
Work-related Hazard	Work-related hazard is defined as any source of a situation with the potential to cause injury or ill health in the workplace
Work-related incidents	Work-related incidents are defined as occurrences arising out of or in the course of work that could or does result in injury or ill health or death

Work-related injury	<p>Work-related injury refers to any unintended event that occurs out of or in connection with work that leads to an injury. Other types of incidents can occur at work premises that are not connected with the work itself. For example, the following incidents are not considered to be work related:</p> <ul style="list-style-type: none"> • A worker suffers a heart attack while at work that is unconnected with work; • A worker driving to or from work is injured in a car accident (where driving is not part of the work, and where the transport has not been organised by the employer); • A worker with epilepsy has a seizure at work that is unconnected with work.
Work-related fatality	<p>Work-related fatality refers to work-related accidents/ incidents which resulted in the death of an employee during the course on work on-site or off-site/ outdoors while on company business/ operations (e.g., on duty during deliveries)</p> <p>Methodology for rate of work-related fatalities is calculated based on 200,000 hours worked.</p>
High-consequence work-related injury	<p>High-consequence work-related injury refers to a work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.</p> <p>Methodology for rate of high-consequence work-related injuries is calculated based on 200,000 hours worked.</p>
Recordable work-related injury (TRI)	<p>Recordable work-related injuries are defined to include lost time injuries (including fatalities), restricted work cases and medical treatment cases.</p> <p>Methodology for rate of recordable work-related injuries is calculated based on 200,000 hours worked.</p>
Lost time injury (LTI)	Lost Time Injury refers to work-related injuries that occurred in an employee's inability to work the next full day. This includes a fatality, permanent disability or time lost from work for at least one day.
Man-hours worked	<p>Man-hours worked refers to the total scheduled number of hours worked by employees and workers as of 31 March 2026.</p> <p>Employees' man-hours is calculated by multiplying the number of employees to the daily standard work hours.</p>

ISSB IFRS S1 AND S2 CLIMATE-RELATED DISCLOSURES CONTENT INDEX

The applicable requirements of the ISSB IFRS S2 Standard are specified in the Content Index below. The IFRS S1 Standard has also been adopted to the extent that it applies to climate-related disclosures, in line with the requirements set by the Singapore Exchange.

Consistent with the provisions of IFRS S2, SingPost has also considered the applicability of the IFRS Industry-based Guidance for climate-related disclosures aligned with the Air Freight & Logistics Volume.

CODE	DISCLOSURE DESCRIPTION	LOCATION	CURRENT STATE AND NEXT STEPS
IFRS S1 General Requirements and S2 Climate-Related Disclosures			
Conceptual Foundations			
S1.17; S1.B32	Materiality – An entity shall disclose material information about the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Materiality Assessment – Page 10 Deepening our Assessment and Monitoring of Physical and Transition Risks – Pages 32-39	<p>Our current state for ISSB-aligned disclosures include:</p> <ul style="list-style-type: none"> SingPost has introduced revised climate targets, including reducing Scope 1 and 2 emissions by 63% by 2035 and 37.5% by 2035 for Scope 3 from a FY2025/26 baseline. This update was prompted following the completion of our full Scope 3 assessment and recent divestment of subsidiaries that altered our emissions boundary, incorporating a stronger level of ambition. We remain committed to achieving 90% reduction in Scope 1, 2 and 3 emissions by 2050. In FY2025/26, SingPost completed its full Scope 3 GHG emissions inventory to include all categories relevant to our business. This provides full visibility of our value-chain emissions and a clearer basis for prioritising reduction efforts. We have strengthened our sustainability-related governance and risk management disclosures, detailing how SingPost systematically identifies, assesses, prioritises, monitors, and escalates sustainability risks within its governance structure.
S1.20	Reporting entity – An entity's climate-related financial disclosures shall be for the same reporting entity as the related financial statements.	About the report – Page 6	
S1.21-24; S1.B42(a),(c)	Connected information – An entity shall provide information in a manner that enables users of general-purpose financial reports to understand the connections between the items to which the information relates and the connections between disclosures provided by the entity.	Sustainability at SingPost – Pages 8-9 Materiality Assessment – Page 10 Climate Assessment: Managing Climate-Related Risks and Opportunities as Part of Our Strategic Risk Framework – Pages 30-38 SingPost Annual Report FY2025/26: Risk Management SingPost Annual Report FY2025/26: Financial Statements	

CODE	DISCLOSURE DESCRIPTION	LOCATION	CURRENT STATE AND NEXT STEPS
Governance			
S2.05-07	Governance – The objective of climate-related financial disclosures on governance is to enable users of general-purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities.	Sustainability At SingPost – Pages 8-9 Climate Assessment: Managing Climate-Related Risks and Opportunities as Part of Our Strategic Risk Framework – Pages 30-38 SingPost Annual Report FY2025/26: Corporate Governance	<ul style="list-style-type: none"> SingPost has formalised a Climate Transition Plan and Roadmap to 2050, aligned with the IFRS S2 Standard, that outlines our milestones across various time horizons to reduce material emissions across our operations and value chain. This Transition Plan details our implementation and engagement strategy, metrics and targets, and governance in place.
Strategy			
S2.08; S2.10; S2.12	Climate-related risks and opportunities – The objective of climate-related financial disclosures on strategy is to enable users of general-purpose financial reports to understand an entity's strategy for managing climate-related risks and opportunities.	Risk Management – Page 9 Climate Assessment: Managing Climate-Related Risks And Opportunities As Part Of Our Strategic Risk Framework – Pages 30-38 SingPost Annual Report FY2025/26: Risk Management	<ul style="list-style-type: none"> SingPost continues to disclose and disaggregate Scope 1, 2 and 3 emissions. Our methodology for calculating GHG emissions is in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. The reporting boundary of our scope 1 and 2 emissions includes the properties under our operational control. Since FY2022/23, SingPost has put in place an internal shadow carbon pricing to help support long-term business planning and investment strategies and reduce its policy and legal related transition risk exposure to potential increase in carbon pricing.
S2.13	Business model and value chain – An entity shall disclose information that enables users of general-purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on its business model and value chain.	Risk Management – Page 9 Climate Assessment: Managing Climate-Related Risks And Opportunities As Part Of Our Strategic Risk Framework – Pages 30-38	<p>Our next steps for ISSB-aligned disclosures include:</p> <ul style="list-style-type: none"> SingPost will continue to refine our assessment on how climate-related risks and opportunities affect our business model and operations. We will review their current and anticipated impact on our financial performance, including evaluating our existing financial resources required to respond to the effects identified in our scenario analyses.
S2.14	Strategy and decision-making – An entity shall disclose information that enables users of general-purpose financial reports to understand the effects of climate-related risks and opportunities on its strategy and decision-making.	Sustainability At SingPost – Pages 8-9 Materiality Assessment – Page 10 SingPost's Climate Transition Plan and Roadmap to 2050 – Page 29 Climate Assessment: Managing Climate-Related Risks and Opportunities as Part of Our Strategic Risk Framework – Pages 30-38	

CODE	DISCLOSURE DESCRIPTION	LOCATION	CURRENT STATE AND NEXT STEPS
S2.15; S2.16; S2.21	Financial position, financial performance and cash flows – An entity shall disclose information that enables users of general-purpose financial reports to understand the current and anticipated effects of climate-related risks and opportunities on its financial position, financial performance and cash flows for the reporting period.	Climate Assessment: Managing Climate-Related Risks and Opportunities as Part of Our Strategic Risk Framework – Pages 30-38	
S1.22; S2.22; S2.23	Climate resilience – An entity shall disclose information that enables users of general-purpose financial reports to understand the resilience of the entity's strategy and business model to climate-related changes, developments and uncertainties, taking into consideration its identified climate-related risks and opportunities. The entity shall use climate-related scenario analysis to assess its climate resilience using an approach that is commensurate with its circumstances. In providing quantitative information, the entity may disclose a single amount or a range.	<p>SingPost's Climate Transition Plan and Roadmap to 2050 – Page 29</p> <p>Climate Assessment: Managing Climate-Related Risks and Opportunities as Part of Our Strategic Risk Framework – Pages 30-38</p> <p>Climate Resilience: Embedding Climate Considerations into our Business Model – Page 39</p>	
Risk Management			
S2.24-26	Risk management – The objective of climate-related financial disclosures on risk management is to enable users of general-purpose financial reports to understand an entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including whether and how those processes are integrated into and inform the entity's overall risk management process.	<p>Sustainability At SingPost – Pages 8-9</p> <p>Climate Assessment: Managing Climate-Related Risks and Opportunities as Part of Our Strategic Risk Framework – Pages 30-31</p> <p>SingPost Annual Report FY2025/26: Risk Management</p>	

CODE	DISCLOSURE DESCRIPTION	LOCATION	CURRENT STATE AND NEXT STEPS
Metrics and Targets			
S1.53; S2.27	General requirements – The objective of climate-related financial disclosures on metrics and targets is to enable users of general-purpose financial reports to understand an entity's performance in relation to its climate-related risks and opportunities, including progress towards any climate-related targets it has set, and any targets it is required to meet by law or regulation.	Sustainability Framework: Cherishing our Planet – Page 12 Environmental Action and Resilience – Pages 19-21 SingPost's Climate Transition Plan and Roadmap to 2050 – Page 29	
S2.29a(i); S2.29a(iii-vi); S2.B56	Greenhouse gases – An entity shall disclose information relevant to the cross-industry metric category of greenhouse gas emissions generated during the reporting period.	Environmental Action and Resilience – Pages 21-22, 24, 26 Data and Reporting Frameworks: Key Performance Data – Pages 90-95	
S2.29(b)-(g); S2.30; S2.B64	Other cross-industry metrics – An entity shall disclose the cross-industry metric categories of climate-related physical risks, transition risks, opportunities, capital deployment, internal carbon prices and remuneration, considering the aspects included in S2.B65. In preparing disclosures to meet the requirements in paragraph 29(b)-(d), an entity shall use all reasonable and supportable information that is available to it at the reporting date without undue cost or effort.	Climate Assessment: Managing Climate-Related Risks and Opportunities as Part of Our Strategic Risk Framework – Pages 30-38	
S2.32	Industry-based metrics – An entity shall disclose industry-based metrics that are associated with particular business models, activities or other common features that characterise participation in an industry. In determining the industry-based metrics that the entity discloses, the entity shall refer to and consider the applicability of the industry-based metrics associated with disclosure topics described in the Industry-based Guidance on Implementing IFRS S2.	Please see the table "IFRS Industry-based Guidance (Vol. 60 Air Freight & Logistics)" below for details	
S2.33-37	Climate-related targets – An entity shall disclose the quantitative and qualitative climate-related targets it has set to monitor progress towards achieving its strategic goals, and any targets it is required to meet by law or regulation, including any greenhouse gas emissions targets. In identifying and disclosing the metrics used to set and monitor progress towards reaching a target described in S2.33-34, an entity shall refer to and consider the applicability of cross-industry metrics and industry-based metrics, including those described in an applicable IFRS Sustainability Disclosure Standard, or metrics that otherwise satisfy the requirements in IFRS S1.	Sustainability Framework: Cherishing our Planet – Page 12 Environmental Action and Resilience – Pages 21-22, 24, 26 SingPost's Climate Transition Plan and Roadmap to 2050 – Page 29 Climate Assessment: Managing Climate-Related Risks and Opportunities as Part of Our Strategic Risk Framework – Pages 30-38	

CODE	DISCLOSURE DESCRIPTION	LOCATION	CURRENT STATE AND NEXT STEPS	
General Requirements				
S1.54; S1.55a; S1.56; S1.58a; S1.59	Sources of Guidance – In identifying climate-related risks and opportunities that could reasonably be expected to affect an entity's prospects, an entity shall apply IFRS Sustainability Disclosure Standards. In identifying applicable disclosure requirements about a sustainability-related risk or opportunity that could reasonably be expected to affect an entity's prospects, an entity shall apply the IFRS Sustainability Disclosure Standard that specifically applies to that sustainability-related risk or opportunity. In addition to the IFRS Sustainability Disclosure Standards, an entity shall refer to and consider the applicability of the disclosure topics in the SASB standards for the identification of climate-related risks and opportunities. In the absence of an IFRS Sustainability Disclosure Standard that specifically applies to a sustainability-related risk or opportunity, the entity shall refer to and consider the applicability of the metrics associated with the disclosure topics included in the SASB standards.	Reporting Framework – Page 6		
S1.64	Timing of reporting – An entity shall report its climate-related financial disclosures at the same time as its related financial statements and cover the same reporting period as the related financial statements.	About the report – Page 6		
S1.70, S1.B53	Comparative information – An entity shall disclose comparative information in respect of the preceding period for all amounts and other relevant information disclosed in the reporting period.	Environmental Action and Resilience – Pages 21-22, 24, 26 Data and Reporting Frameworks: Key Performance Data – Pages 90-95		
Judgements, Uncertainties and Errors				
S1.74	Judgements – An entity shall disclose information about the judgements that it has made in the process of preparing its climate-related financial disclosures.	Climate Assessment: Managing Climate-Related Risks And Opportunities As Part Of Our Strategic Risk Framework – Pages 30-38		
S1.77; S1.78	Measurement uncertainty – An entity shall disclose information about the most significant uncertainties affecting the amounts reported in its climate-related financial disclosures.	Climate Assessment: Managing Climate-Related Risks And Opportunities As Part Of Our Strategic Risk Framework – Pages 30-38		

CODE	DISCLOSURE DESCRIPTION	LOCATION	CURRENT STATE AND NEXT STEPS
IFRS Industry-Based Guidance (Vol. 60 Air Freight & Logistics)			
Greenhouse Gas Emissions			<p>Our current state for ISSB-aligned disclosures include:</p> <ul style="list-style-type: none"> This year, we reviewed the relevancy of the IFRS Industry-based Guidance for climate-related disclosures aligned with the Air Freight & Logistics Volume, and have begun disclosing against select metrics. <p>Our next steps for ISSB-aligned disclosures include:</p> <ul style="list-style-type: none"> While we have embarked on disclosing select industry-based metrics, we will continue to review and assess the feasibility of disclosing further metrics in the future, if deemed relevant to our business.
TR-AF-110a.1	Gross global Scope 1 emissions	Reducing Scope 1 (Direct) Emissions – Page 22	
TR-AF-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Reducing Scope 1 (Direct) Emissions – Pages 22-23	
TR-AF-110a.3	Fuel consumed by (1) road transport, percentage (a) natural gas and (b) renewable, and (2) air transport, percentage (a) alternative and (b) sustainable	Reducing Scope 1 (Direct) Emissions – Page 22	
Workforce Health & Safety			
TR-AF-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Health and Safety – Page 76 Safety Performance – Page 79 Data and Reporting Frameworks: Key Performance Data – Pages 90-95	
Accident & Safety Management			
TR-AF-540a.1	Description of implementation and outcomes of a Safety Management System	Health and Safety – Pages 76-81	
TR-AF-540a.3	Number of road accidents and incidents	Safety Performance – Page 79	

POLICIES AND STATEMENTS

SingPost recognises the importance of corporate governance and is guided by a comprehensive set of board-related and organisational policies in line with our commitment to sustainability issues. This section provides an overview of some of our relevant sustainability-related policies as an insight into how we are proactively addressing concerns and embedding sustainability into our operational framework. The list of policies below is non-exhaustive.

POLICY	DESCRIPTION
Anti-Bribery and Corruption Policy	The Anti-Bribery and Corruption Policy sets out SingPost's policies and guiding principles to conduct our businesses with honesty, fairness, and high ethical standards. This Policy sets out the minimum standard that must be followed. Where local laws, regulations or rules impose a higher standard, that higher standard must be followed.
Anti Money Laundering (AML) and Countering the Financing of Terrorism (CFT) Policy	The AML-CFF Policy sets out the responsibilities of our employees in complying with applicable anti-money laundering and counterterrorist financing laws and regulations. It requires employees to conduct adequate due diligence on prospective business associates, with employees mandated to report suspicious transactions and maintain records of due diligence undertakings.
Artificial Intelligence (AI) Policy	The AI Policy stipulates the key AI principles and data privacy and security standards required both internally and when working with external vendors or utilising third-party AI services or platforms. It emphasises the importance of responsible AI use, transparency and accountability, bias and fairness, as well as compliance with laws and regulations.
Board Renewal and Tenure Policy	The Board Renewal and Tenure Policy sets out the Board's commitment to a process of board renewal and orderly succession-planning for Directors. The Board recognises the importance of progressively renewing the Board to address the evolving needs of SingPost.
Diversity and Inclusion (D&I) Policy	The D&I policy sets out our approach towards ensuring diversity and inclusion across the Group and its supply chain. The document guides the recruitment and talent management processes to ensure equity in employment based on fundamentals of non-discrimination; and the creation of an inclusive workplace culture that embraces people of diverse backgrounds and thoughts.
Environmental Policy Statement	The Environmental Policy Statement states our commitment to promoting environmental stewardship and continued efforts to explore environmentally friendly modes of operations for our business. It focuses primarily on greenhouse gas emissions and resource management, and our responsibility to climate protection; and sets out the key environmental objectives to ensuring environmental protection, climate action and resilience, resource efficiency and waste management, responsible supply chain, and collaborative partnerships and innovation.
Environment, Health, and Safety (EH&S) Policy	The EH&S Policy expresses our dedication to enhancing EH&S results in all our operations. It emphasises our promise to ensure safe and healthy working environments, recognise EH&S hazards, manage EH&S risks, gather feedback to enhance EH&S initiatives, and foster a culture in which every employee is aware of their EH&S responsibilities. Additionally, it encourages all employees to report any safety issues or violations.
Fraud Policy	SingPost adopts a "zero tolerance" approach towards fraud, corruption and other forms of unethical behavior or conduct. The SingPost Fraud Policy is established to facilitate the development of controls that will aid in the detection and prevention of fraud against the Group.
Green Procurement Policy	The Green Procurement Policy mandates procurement exercises beyond a certain quantum to weigh a percentage on the evaluation of the environmental sustainability criteria.
Group Privacy Foundation	The Group Privacy Foundation consists of corporate guidelines applicable to processing of personal data by SingPost-wide. It establishes the minimum privacy standards for handling personal data within the Group. Each country and affiliated entity must adhere to the corporate guidelines, as set out in the Foundation, in addition to relevant legal requirements.

POLICY	DESCRIPTION
Human Rights Policy Statement	The Human Rights Policy Statement defines our approach and commitments to safeguarding the human rights of all individuals associated with the organisation. It aligns with international human rights standards such as the United Nations' (UN) Universal Declaration on Human Rights, UN Guiding Principles on Business and Human Rights and the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work.
Investor Relations Policy	The Investor Relations Policy describes the principles and practices for the Group to provide investors with a balanced and understandable assessment of its performance, position and prospects.
Policy on Diversity and Inclusivity	The Policy on Diversity and Inclusivity aims to achieve and maintain diversity and inclusivity on the Board of Directors. It emphasises the importance of diverse skill sets and experiences and promotes an inclusive culture that treats all individuals fairly and equally, regardless of background.
Policy on Professional Development	The Policy on Professional Development sets out the Board of Directors' (the "Board") approach to professional development for the Board members. The Board values ongoing professional development for Board members and recognises that it is important that all Board members receive regular training so as to be able to serve effectively on, and contribute to, the Board.
Securities Trading Policy	The Securities Trading Policy provides guidance and details the manner in which SingPost, its directors, the directors of its material subsidiaries, senior management members of SingPost as well as certain officers of SingPost on dealing of SingPost's securities.
SingPost Procurement Policy	The SingPost Procurement Policy defines the behavioural standards and guidelines for managing the procurement goods and services for SingPost. It sets out the objectives, the overall approach, key principles, and authorisations for the acquisition of goods and services related to the operations of the entities.
Supplier Code of Conduct (SCoC)	The SCoC sets out the standards of conduct which SingPost expects from all its suppliers who provide goods and services. It references the ten principles of the United Nations Global Compact. Suppliers are expected to align to the principles of the United Nations Global Compact, especially in the application of Human Rights, Labour, Environment and Anti-Corruption.
Third-Party Due Diligence Policy	The Third-Party Due Diligence Policy sets the standards for third party due diligence and to ensure that all the potential risks associated with the third-party arrangements are identified and managed appropriately through its associated lifecycle of engagement with such third parties.
Whistleblowing Policy	The Whistleblowing Policy sets out guidelines through which its internal and external stakeholders can raise, in confidence, concerns over potential misconduct. It ensures that employees and any other persons may, in confidence, raise concerns about possible improprieties in financial reporting or other matters, including illegal or dishonest acts; an independent investigation of such matters and appropriate follow-up actions; and protection of whistle-blowers who act in good faith and people who are victims of willful complaints.
Workplace Safety & Health (WSH) Policy	The WSH policy affirms SingPost's commitment to conducting business with a high regard for workplace safety and health, aiming for zero accidents and injuries. As one of the key principles of this policy, no staff shall be required to do a job that they consider to be unsafe. It also encourages employees to take ownership of their own safety, adhering to safe work procedures and integrating best safety practices into daily operation.

GRI CONTENT INDEX

The GRI Content Index summarises the GRI Standards Disclosures mapped across SingPost’s material topics. References are also provided to direct readers to the key pages within the SingPost Annual Report and Sustainability Report which can be found on the SingPost website at <https://www.singpost.com/corporate/investor-relations/annual-reports>. The full GRI Standards are available on the GRI website at <https://www.globalreporting.org/standards>.

Statement of Use	Singapore Post has reported in accordance with the GRI Standards for the period 1 April 2025 to 31 March 2026
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

Legend

AR: SingPost Annual Report FY2025/26 SR: SingPost Sustainability Report FY2025/26 W: SingPost Corporate Website

General Disclosures

GRI STANDARDS	GRI STANDARDS DISCLOSURES	RESPONSES AND/OR REFERENCES	GRI STANDARDS	GRI STANDARDS DISCLOSURES	RESPONSES AND/OR REFERENCES		
GRI 2 (2021): General Disclosures	The organisation and its reporting practices		GRI 2 (2021): General Disclosures (cont'd)	Governance			
	2-1	Organisational details		Legal Name: Singapore Post Limited SR: 6-7 AR: Business Overview	2-9	Governance structure and composition	SR: 8-9 AR: Board of Directors W: Board of Directors
	2-2	Entities included in the organisation’s sustainability reporting		SR: 6 AR: Group Structure	2-10	Nomination and selection of the highest governance body	AR: Corporate Governance Report
	2-3	Reporting period, frequency, and contact point		SR: 6	2-11	Chair of the highest governance body	AR: Corporate Governance Report
	2-4	Restatements of information		SR: 99	2-12	Role of the highest governance body in overseeing the management of impacts	SR: 8-10 AR: Corporate Governance Report
	2-5	External assurance		SR: 6, 118	2-13	Delegation of responsibility for managing impacts	SR: 8-9 AR: Corporate Governance Report
	Activities and workers				2-14	Role of the highest governance body in sustainability report	SR: 8-9 AR: Corporate Governance Report
	2-6	Activities, value chain and other business relationships		SR: 6, 7, 47 AR: Business Overview W: About Us	2-15	Conflicts of interest	AR: Corporate Governance Report
	2-7	Employees		SR: 96-97			
	2-8	Workers who are not employees		SR: 96-97			

GRI STANDARDS	GRI STANDARDS DISCLOSURES	RESPONSES AND/OR REFERENCES	
GRI 2 (2021): General Disclosures (cont'd)	Governance		
	2-16	Communication of critical concerns	AR: Corporate Governance Report
	2-17	Collective knowledge of the highest governance body	SR: 3, 8 AR: Corporate Governance Report
	2-18	Evaluation of the performance of the highest governance body	AR: Corporate Governance Report
	2-19	Remuneration policies	AR: Corporate Governance Report
	2-20	Process to determine remuneration	AR: Corporate Governance Report
	2-21	Annual total compensation ratio	16:1. Ratio represents CEO total compensation to median annual total compensation, excluding CEO. CEO compensation is an annualised figure.
	Strategy, policies and practices		
	2-22	Statement on sustainable development strategy	SR: 3 AR: Sustainability Overview
	2-23	Policy commitments	SR: 3, 49, 53, 56, 62, 68, 76
	2-24	Embedding policy commitments	SR: 3, 49, 53, 56, 62, 68, 76
	2-25	Processes to remediate negative impacts	SR: 8, 9, 49, 53, 56, 62, 68, 76
	2-26	Mechanisms for seeking advice and raising concerns	AR: Corporate Governance Report W: Whistleblowing Policy
2-27	Compliance with laws and regulations	SR: 53-55	
2-28	Membership associations	Singapore Logistics Association SR: 50, 67	

GRI STANDARDS	GRI STANDARDS DISCLOSURES	RESPONSES AND/OR REFERENCES	
GRI 2 (2021): General Disclosures (cont'd)	Stakeholder engagement		
	2-29	Approach to stakeholder engagement	SR: 15-17 AR: Corporate Governance Report
	2-30	Collective bargaining agreements	Approximately 61% of our staff in Singapore are covered by collective bargaining agreements.
GRI 3 (2021): Material Topics	Disclosures on material topics		
	3-1	Process to determine material topics	SR: 10-11
	3-2	List of material topics	SR: 10-11

Topic-Specific Disclosures

GRI STANDARDS	GRI STANDARDS DISCLOSURES	RESPONSES AND/OR REFERENCES
Cherishing Our Planet		
Material Matter: Environmental Action and Resilience		
GRI 3 (2021): Material Topics	3-3 Management of material topics	SR: 19-20, 40-42
GRI 302 (2016): Energy	302-1 Energy consumption within the organisation	SR: 20-25, 90
GRI 305 (2016): Emissions	305-1 Direct (Scope 1) GHG emissions	SR: 22, 90
	305-2 Energy indirect (Scope 2) GHG emissions	SR: 24, 90
	305-3 Other indirect (Scope 3) GHG emissions	SR: 26-27, 91
GRI 306 (2020): Waste	306-1 Waste generation and significant waste-related impacts	SR: 40-45
	306-2 Management of significant waste-related impacts	SR: 40-45
	306-3 Waste generated	SR: 41, 92
	306-4 Waste diverted from disposal	SR: 41, 92

GRI STANDARDS	GRI STANDARDS DISCLOSURES	RESPONSES AND/OR REFERENCES
Cultivating Communities		
Material Matter: Customer Experience		
GRI 3 (2021): Material Topics	3-3 Management of material topics	SR: 62-64
Material Matter: Employee Engagement and Talent Practices		
GRI 3 (2021): Material Topics	3-3 Management of material topics	SR: 68, 70, 72, 74
GRI 404 (2016): Training and Education	404-1 Average hours of training per year per employee	SR: 98
Material Matter: Health and Safety		
GRI 3 (2021): Material Topics	3-3 Management of material topics	SR: 76-78
GRI 403 (2018): Occupational Health and Safety	403-1 Occupational health and safety management system	SR: 76
	403-2 Hazard identification, risk assessment, and incident investigation	SR: 76, 78-79
	403-3 Occupational health services	SR: 79
	403-4 Worker participation, consultation, and communication on occupational health and safety	SR: 76-77
	403-5 Worker training on occupational health and safety	SR: 78-79
	403-6 Promotion of worker health	SR: 79-83
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR: 76, 78
	403-9 Work-related injuries	SR: 76, 79, 99

GRI STANDARDS	GRI STANDARDS DISCLOSURES	RESPONSES AND/OR REFERENCES
Culture of Trust		
Material Matter: Ethical, Transparent and Responsible Business Practices		
GRI 3 (2021): Material Topics	3-3 Management of material topics	SR: 53-54
GRI 205 (2016): Anti- corruption	205-2 Communication and training about anti-corruption policies and procedures	SR: 53, 55
	205-3 Confirmed incidents of corruption and actions taken	SR: 53
GRI 416 (2016): Customer Health and Safety	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	SR: 53, 55
GRI 417 (2016): Marketing and Labeling	417-2 Incidents of non-compliance concerning product and service information and labeling	SR: 53, 55
	417-3 Incidents of non-compliance concerning marketing communications	SR: 53, 55
Material Matter: Data Privacy and Cybersecurity		
GRI 3 (2021): Material Topics	3-3 Management of material topics	SR: 56-59
GRI 418 (2016): Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR: 56



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Independent Third-Party Limited Assurance Statement

Reference: BVQA_0005_20260430
Date: 30/04/2026

To: The Management of Singapore Post Limited

Introduction and Objectives of Work

Bureau Veritas Quality Assurance Pte Ltd. ('Bureau Veritas') was engaged by Singapore Post Limited (The Company) to undertake limited assurance of selected sustainability related disclosures (the "Selected Information") included in the Singapore Post Limited FY25/26 Sustainability Report (the 'Report'). The objective is to provide assurance to the Company and its stakeholders over the accuracy and reliability of the reported data/information of the Report.

Scope of Work

The scope of our work was limited to assurance over the Company's data for the reporting period of ONE year between **1 April 2025 to 31 March 2026** (the 'Selected Information'):

Organisation Name	Singapore Post Limited 10 Eunos Road 8, Singapore 408600
Organisation Boundary	Operational Control
Legal Entities	Refer to Appendix A
Locations covered	Singapore's operations under operational control, including offices, post offices, logistics facilities, delivery operations, and parcel lockers as identified in management's asset register
GRI (2016) 302-1: Energy consumption within the organisation	Total Fuel Consumption (Non-renewable sources) = 28.6 TJ Total Electricity Consumption (Grid Electricity) = 27242.0 MWh Total Electricity Consumption (Solar Electricity) = 2565.2 MWh Total Energy Consumption = 135.87 TJ
GRI (2016) 305-1 Scope 1(Direct Emissions)	3730.28 tCO2e
GRI (2016) 305-2 Scope 2(Indirect Emissions)	10955.76 tCO2e (Location-based) 9825.43 tCO2e (Market based)



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Criteria against which verification was conducted

- Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2)
- Global Reporting Initiative (GRI) Standards 2021
 - GRI (2016) 302-1: Energy consumption within the organisation
 - GRI (2016) 305-1: Direct (Scope 1) greenhouse gas (GHG) emissions
 - GRI (2016) 305-2: Energy indirect (Scope 2) GHG emissions

Limitations and Exclusions

Excluded from the scope of our work is verification of any information relating to:

- Activities outside the defined verification period.
- Assessment of performance against targets associated with these Selected Information; and
- Other information included in the Report.

This limited assurance engagement relies on a risk-based selected sample of data and the associated limitations that this entails. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

Responsibilities

The preparation and presentation of the Selected Information in the Report are the sole responsibility of the management of the Company.

Bureau Veritas was not involved in the drafting of the Report or of the Reporting Criteria. Our responsibilities were to:

- Obtain limited assurance about whether the Selected Information has been prepared in accordance with the Reporting Criteria.
- Form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- Report our conclusions to the management of the Company.

Assurance Standard

We performed our work in accordance with International Standard on Assurance Engagements (ISAE) 3000. A 5% materiality threshold was applied to this verification.

Summary of Work Performed

As part of its independent verification, Bureau Veritas undertook the following activities:

- Assessed the appropriateness of the Reporting Criteria for the Selected Information.
- Conducted interviews with relevant personnel of the Company.
- Carried out detailed on-site review of data.
- Reviewed the data collection and consolidation processes used to compile the Selected Information, including assessing assumptions made, the data scope and reporting boundaries.
- Reviewed documentary evidence produced by the Company;
- Agreed a sample of the Selected Information to the corresponding source documentation; and
- Re-performed aggregation calculations of the Selected Information.



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Verification Conclusion

Based on the process and procedures conducted, we conclude that nothing has come to our attention to indicate that the Selected Information has not been prepared, in all material respects, in accordance with the Reporting Criteria

Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company that specializes in quality, environmental, health, safety and social accountability with over 190 years history. The company operates a certified Quality Management System which complies with the requirements of ISO 9001:2015, and accordingly maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Bureau Veritas has implemented a Code of Ethics which meets the requirements of the International Federation of Inspections Agencies (IFIA) across its business which ensures that all our staff maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour and high ethical standards in their day-to-day business activities.

Purpose and Restriction on Distribution and Use

This report and the conclusions drawn are intended solely for the Company, as stipulated in our engagement agreement. To the fullest extent permitted by law, Bureau Veritas accepts no liability or responsibility to any party other than the Company for any analysis, interpretation, or conclusion contained in this report.

Winnie Tan
Verifier
Bureau Veritas Quality Assurance Pte Ltd

To check the validity of this statement please contact:
Bureau Veritas Quality Assurance



Bureau Veritas Certification

Appendix A

Legal Entities	Address
SingPost Logistics Holdings Pte Ltd	10 Eunos Road 8, Singapore Post Centre, Singapore 408600
SingPost Logistics Enterprise Pte Ltd	
Singapore Post Enterprise Private Limited	
Parcel Santa Pte. Ltd.	
SingPost Investments Pte Ltd	
SingPost Investments (Tampines) Ltd	
SingPost Investments (eCommerce Logistics) Pte Ltd	
SingPost Centre (Retail) Pte Ltd	
SingPost Investments (Toh Guan) Pte Ltd	
SingPost eCommerce Pte Ltd	
SingPost Logistics Investments Pte Ltd	
SingPost eCommerce Logistics Holdings Pte Ltd	
SingPost Group Treasury Pte Ltd	
SingPost Holdings Pte Ltd	
Quantum Solutions International Pte Ltd	深圳市前海深港合作区南山街道自贸西街18号前海香缤大厦320-B070
Quantum Solutions (Singapore) Pte Ltd	
Quantum Logistics (Shenzhen) Limited	Level 22, Axiata Tower, No. 9, Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50470 Kuala Lumpur
SP eCommerce (Malaysia) Sdn Bhd	