

## CORPORATE SERVICES

Corporate Services comprise a broad scope of support functions that include Corporate Sustainability, Company Secretary, Finance, Investor Relations, Legal and Treasury.



Playing a key role in advancing SingPost's transformation, Corporate Services made several important milestones that enhanced unified support for the Group's business units while unlocking value from its assets.



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A number of sustainability programmes were advanced during the year, including the establishment of an environment committee, whose role is to introduce processes to better monitor and manage our environmental programmes and performance. Harnessing our postal network, we launched ReCYCLE, a nationwide electronic waste recycling initiative in collaboration with Singtel. We began trials for a programme where postmen check in on the elderly. We also sponsored the delivery of public "love letters to Singapore" written by local authors to various neighbourhoods, in support of the #BuySingLit initiative to promote local literature.

Several Human Resources (HR) initiatives were introduced to better align policies and practices across the Group, and to further enhance talent recruitment and development. A global HR management system was put in place to improve the efficiency in managing employee information

across all subsidiaries. We launched an HR intranet to provide easy and centralised access to information on HR policies, programmes and initiatives. We also established a new talent development programme to accelerate skills development and build up the Group's bench strength. Efforts are currently underway for a global on-boarding programme to be introduced for all new hires, as well as a revised performance grading system that is better aligned to job roles and responsibilities that are changing as the Group's transformation is underway.

A S\$1 billion multi-currency debt issuance programme was established in January 2018 to provide timing flexibility in tapping onto debt capital markets in conducive market conditions. A centralised Group Treasury Policy was put in place in August 2017. This consolidates and updates several treasury-related policies to help ensure proper conduct and dealings of all treasury-related activities for the Group. An electronic trading platform for foreign exchange and fixed deposit transactions is also in the pipeline. This should yield better pricing and improved transaction visibility.

In March, we conducted our inaugural Finance Control and Compliance global workshop with the aim of ensuring alignment of policies and controls across the Group. As part of SingPost's transformation strategy, we have made several acquisitions and expanded into new geographies over the past few years. As we progress in our transformation and integration, it is important for the Group to communicate and align policies, implement tighter oversight, and enforce compliance across the businesses.

The finance heads across our various businesses gathered in Singapore for the two-day workshop, coming from multiple geographies including Australia, the Netherlands, New Zealand, Southeast Asia, the UK and the US. Topics covered included finance policies such as credit controls and approval limits, and treasury policies such as cash management. Common audit findings and best practices were also shared at the workshop.

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### PROPERTY

The new SingPost Centre retail mall opened officially on 9 October 2017. The five-level mall houses the General Post Office (GPO), as well as tenants such as NTUC FairPrice, Golden Village and Kopitiam. It has a Gross Floor Area of around 25,000 square metres, and a Net Lettable Area of 16,400 square metres – of which 96 per cent has been committed as at 31 March 2018.

The mall features technology-enabled innovations to bring fresh experiences and increased convenience to consumers. At the GPO, POPStations, SAM kiosks and a Registered Article Self-Drop Box provide 24/7 access to postal and eCommerce logistics services, key components of SingPost's Smart Post Office network that is being rolled out.

The Golden Village cineplex is the first in Singapore to feature award-winning Smart Laser projectors for all eight screens for superior image quality. At NTUC FairPrice, the store is equipped with a Scan-and-Go system that empowers shoppers to keep track of their grocery bill as they shop, and speed up checkouts at the till. Shoppers may use a custom mobile app where a digital shopping assistant will direct them to the items they are looking for with the shortest route, while those buying fresh food online may direct their



*ReCYCLE is a nation-wide programme in collaboration with Singtel that leverages our postal network, allowing the public to mail small electronic-waste items for recycling.*

purchases to new generation lockers that cater for chilled products.

The SingPost Centre mall is managed by CapitalLand Mall Asia, which is responsible for marketing and promotion, as well as lease and facilities management. This partnership helps optimise returns from the retail mall while we focus on our core operations of postal services and eCommerce logistics.



## LIST OF MAJOR PROPERTIES

Name	Address	Title	Yrs	With Effect From	Land (Sq m)	Building Gross Floor Area (Sq m)
Airmail Transit Centre	21 North Perimeter Road	Leasehold	30	25.09.00	2,890	8,862
Alexandra Post Office	110 Alexandra Road	Leasehold	99	31.03.92	2,305	923
Bukit Panjang Post Office	10 Choa Chu Kang Road	Leasehold	99	31.03.92	3,264	2,015
SingPost Regional eCommerce Logistics Hub	37/39 Greenwich Drive	Leasehold	30	16.11.14	32,505	51,358
Jurong Delivery Base	2 Kian Teck Way	Leasehold	30	16.10.95	4,008	3,574
Kallang Delivery Base	18 Jalan Lembah Kallang	Leasehold	30	16.09.98	2,761	6,872
Killiney Road Post Office	1 Killiney Road	Leasehold	99	31.03.92	1,029	555
Loyang Delivery Base	25 Loyang Lane	Leasehold	30	16.10.95	3,519	3,225
MacPherson Post Office	70 MacPherson Road	Leasehold	99	31.03.92	1,918	315
Pasir Panjang Post Office	396 Pasir Panjang Road	Leasehold	99	31.03.92	1,726	391
Serangoon Garden Post Office	54 Serangoon Garden Way	Leasehold	99	31.03.92	1,215	341
Simpang Bedok Post Office	350 Bedok Road	Leasehold	99	31.03.92	1,129	362
Singapore Post Centre	10 Eunos Road 8	Leasehold	99	30.08.82	32,738	137,134
Tampines Delivery Base	29 Tampines Street 92	Leasehold	30	01.01.92	5,000	12,395
Tanglin Post Office	56 Tanglin Road	Leasehold	99	31.03.92	2,643	2,678
3B Toh Guan Road East	3B Toh Guan Road East	Leasehold	30	01.09.89	10,064	18,126
755 Upper Serangoon Road	755 Upper Serangoon Road	Leasehold	99	31.03.92	1,353	3,012
Woodlands Delivery Base	9 Woodlands Walk	Leasehold	30	16.10.95	3,040	2,393