SPEECHES BY SINGPOST CHAIRMAN AND MANAGEMENT AT THE ANNUAL GENERAL MEETING HELD ON 23 JULY 2026

MS TEO SWEE LIAN, CHAIRMAN, BOARD OF DIRECTORS

Good afternoon, shareholders, colleagues, and guests.

On behalf of the Board, welcome to SingPost's 34th Annual General Meeting. Thank you for joining us today, and for your continued support.

FY25/26 was a year of transition for SingPost, against a challenging backdrop of geopolitical uncertainty, shifting trade flows, and structural changes across the postal and logistics sectors.

Through this period, the Board focused on providing stability, strengthening financial discipline, and setting a clearer strategic direction for the Group. Following last year's AGM, we completed an important phase of Board renewal. This strengthens our ability to oversee SingPost's shift towards becoming a more focused, disciplined, and future-ready organisation.

We also appointed Mark Chong as Chief Executive Officer in November 2025. Mark brings a strong track record in transformation and corporate operations, and he has a clear mandate to lead SingPost's next phase.

The Board remains committed to financial discipline and value creation. Following last year's AGM, the special dividend of 9 cents per share was paid out, and the sale of the 10 HDB Post Office shophouses has now been completed. These steps have placed SingPost on firmer footing, with the flexibility to invest in transformation and growth while maintaining prudent capital discipline.

This foundation supports the Strategy Update announced in May with our FY2025/26 results. The strategy sets out a clearer path forward across Logistics & Letters, the Post Office Network, and Property Assets. Within Property Assets, we have made the strategic decision to retain SingPost Centre for the long term, in the best interest of shareholders.

Mark will share more shortly on the Strategy Update, the Group's performance, and our priorities ahead. At Board level, our focus is to ensure disciplined execution, clear accountability, and sustainable long-term value.

On shareholder returns, the Board has proposed a final dividend and supplemental dividend totalling 0.47 cents per share for FY25/26, for shareholders' approval at today's AGM.

Looking ahead, the environment remains uncertain. But SingPost enters this next phase as a more resilient organisation, with a stronger balance sheet, renewed leadership, and a clearer strategy.

On behalf of the Board, I thank our shareholders, management team, employees, union partners, customers, and stakeholders for your continued commitment and trust.

I will now invite our Chief Executive Officer, Mark Chong, to take us through the business update and priorities ahead.

Thank you.

MR MARK CHONG, CHIEF EXECUTIVE OFFICER

Slide 3: “FY2025/26 Review and Strategy Update”

Good afternoon, shareholders, ladies and gentlemen.

My name is Mark Chong, and I have had the privilege of leading SingPost as your CEO since November last year.

Since I joined, I have spent time across the Company visiting various parts of the businesses, to understand the people, pulse and culture of the business.

I have also been working with the Board and my management colleagues to update the Strategy for SingPost.

Today, I will take you through the key business and operational highlights of the financial year that just ended. I shall also outline the strategy that the management team, together with the Board, have developed to take SingPost forward and drive long-term value for our shareholders.

Slide 4: “Our Journey So Far”

Let me start with where SingPost is today, and the journey we are on.

Over the past years, SingPost has been navigating a period of transition. We faced structural headwinds, particularly from the decline in mail, while also undertaking a re-alignment of the organisation following the divestments of our Australia business and the international businesses.

As mentioned earlier, my management team and I have completed a thorough review of the Group strategy. We reviewed our operations, cost structure, technology and competitiveness.

Our conclusion is clear. SingPost has a unique operating platform: a trusted national brand, an extensive last-mile network, and infrastructure that has been built over many decades. This is a platform we can build on. Our task now is to reposition it for sustainable growth.

Across our core businesses, we have therefore focused on addressing the immediate structural and business challenges while laying the groundwork for sustainable growth.

This means:

- improving cost efficiency as we manage structural mail decline,
- modernising our technology to boost agility and service capabilities,
- and building scalable capabilities while unlocking the long-term value of SingPost Centre.

Slide 5: “FY25/26 Key Developments”

Let me briefly recap the key developments of FY25/26.

We are seeing green shoots across both the Logistics & Letters business, and the Post Office Network business:

- Domestic eCommerce is growing in volumes,
- Post Office Network losses have narrowed,
- and our investments in automation and cost efficiency will lower our cost to serve and strengthen our competitiveness.

SingPost plays an important national role, with a trusted islandwide network that allows us to support essential services at scale. Our Post Office Network is well positioned to serve the public, especially the seniors, including recently facilitating the CPF and Singtel Special Discounted Shares transactions.

Our Property segment was resilient. SingPost Centre delivered stable rental income, with revenue up 2.0% to S$80.7 million, and occupancy improving to 99.4%.

Operationally, we continued to achieve high service quality standards, including next-working-day delivery services for local letters and parcels.

At the same time, we expanded our partnerships. Asendia, SkyNet, DHL and FedEx broadened international shipping access for our customers. We signed an MOU with Fullerton Health to explore integrated healthcare access.

Finally, we sustained returns to shareholders. We paid out S$202.6 million as a special dividend in August 2025. Today, we are proposing dividends for your approval at this AGM.

Taken together, we are making progress in strengthening the business and positioning SingPost for its next phase despite the challenging operating environment.

Slide 6: “Our Strategic Priorities”

Building on this progress, we have set out three strategic priorities to guide SingPost’s next phase.

- One is to strengthen our core fundamentals. This means optimising our operations, technology, and network through an improved operating model. We aim to lower our cost to serve by more than 10%. This is underpinned by our new state-of-the-art automatic sortation system that was recently launched by Minister Josephine Teo.

- Two is to build scalable capabilities. We are doing this by investing in IT, customer experience, and automation. This includes investing into AI and autonomous vehicles, and modernising the Post Office Network, where we are on a firm path to achieve commercial sustainability.

- Three is to capture growth opportunities. SingPost will extend our existing capabilities into new segments as well as enhance the yields and value of our property assets, especially at SingPost Centre.

Digitalisation is integral to everything we do. It runs as an enabling thread across all three priorities and underpins the success of our strategy.

We are clear about the path forward: strengthen the core, build capabilities, capture growth - while maintaining financial and operational discipline.

Slide 7: “Logistics & Letters”

Now I shall dive briefly into each of our three businesses.

In Logistics & Letters, our immediate priority is to lower our cost to serve. We have concrete initiatives underway to achieve this:

- Firstly, driving efficiency through automation. We have invested S$30 million in the state-of-the-art sortation system that increases our small- to medium-parcel sorting capacity to 300,000 parcels a day. Combined with our existing capacity to sort large parcels, we now have a processing capacity of up to 400,000 parcels a day.

- Second, the consolidation of all eCommerce parcel sortation into the Logistics Hub at Tampines will improve our efficiency and productivity, by simplifying our operations.

- Third, we will implement AI for route and workload optimisation. This will streamline our last-mile delivery network and drive further cost reduction.

Our objective is to shift from a largely fixed cost structure to one that is more variable and more efficient.

This will give us the financial flexibility and competitiveness to adapt and scale with new opportunities.

Slide 8: “Logistics & Letters”

Next, I would like to talk about pricing discipline and new revenue streams.

- First, eCommerce is an important volume driver and provides the base load for our network infrastructure. But it is also highly competitive. We will continue to serve and grow eCommerce volumes, but we will not pursue volume at the expense of margins. We will observe pricing discipline. We will compete not only on price, but on reliability, service quality and efficiency.

- Second, we will diversify beyond eCommerce. SingPost has a unique advantage through our trusted brand, islandwide delivery network, and the ubiquitous letterbox infrastructure. This allows SingPost to diversify beyond eCommerce, to go into new segments, such as healthcare and the government.

We see expansion opportunities across three areas.

- Market expansion - moving into sectors such as healthcare, government and enterprise logistics, which can benefit from access to our letterbox infrastructure, and where trusted, reliable and affordable delivery is critical.

- Service expansion - making better use of our logistics assets, including our warehousing and fulfilment capabilities, to serve customers more comprehensively.

- Customer expansion - using our postal and logistics fleet to support a wider range of customers, including warehouse-to-store and other delivery needs.

Slide 9: “Post Office Network”

Moving on to the Post Office Network.

We aim to achieve commercial sustainability, even as we focus on enhancing customer service and convenience.

To get there, we are focused on two levers.

- The first is reducing the cost to serve. We will optimise our post office footprint while maintaining approximately 40 manned and unmanned touchpoints to ensure public accessibility is preserved. We will implement digital solutions that reduce costs while improving customer convenience and satisfaction.

- Second, we will seek commercial growth and rental optimisation. We are expanding our product and service offerings that we can serve well from our post offices. And by optimising our Post Office footprint at each location, we can free up more space for rental income.

Slide 10: “Property Assets”

Moving on to property.

I’m aware there have been many questions asked over the future of SingPost Centre. SingPost Centre, as our flagship building, remains a crucial part of our portfolio.

I have said this at our results announcement in May and I will mention this as well. We are retaining SingPost Centre to harvest significant long-term upside for our shareholders.

We believe the Paya Lebar Airbase closure from 2030 onwards could allow height restrictions for the area to be lifted. The government’s blueprint for the development around Paya Lebar could provide further opportunities for SingPost to enhance the value of the asset, boosting its upside, its value and benefit for shareholders.

Following our Strategy Update to retain SingPost Centre, we have received feedback from shareholders expressing their concern about the potential capital expenditure for asset enhancement of the building. I wish to emphasise that while we have appointed an architect, we have not made any decisions at this stage. We will exercise financial discipline in all cases. The Board will ensure that any investment into SingPost Centre will be accretive to shareholder value.

However, we also cannot stay still. We have not done any major asset refresh for SingPost Centre in the last 10 years. We intend to carry out some asset refresh to keep SingPost Centre competitive in an area which is increasingly seeing more new malls coming up around us. So we will ensure that SingPost Centre remains fresh and competitive as a mall and office complex.

Beyond SingPost Centre, we also have other properties in our portfolio. We will also optimise and enhance the value of these assets. For example, the space at various post offices, we will progressively rent them out and generate more rental income for the Company if we do not need the space.

Slide 11: "Sustainability"

Now, please let me touch on sustainability. Sustainability is an important part of how we build a resilient and trusted SingPost, and how we are as a corporate citizen.

We are focused across three pillars: environmental action, governance and trust, and community impact.

Under our first pillar of Cherishing Our Planet, we refreshed our climate targets and continued to make progress in reducing our environmental footprint. In FY25/26, we reduced Scope 1 and 2 emissions by 6% year-on-year, we electrified 60% of our delivery fleet. We achieved a 26% waste diversion rate, and rolled out a Green Procurement Policy.

Under Culture of Trust, we continued to strengthen governance and accountability. There were no corruption or fraud incidents reported in the last FY, and no significant fines or non-monetary sanctions. Leadership diversity remains steady, with women representing more than one-third of senior managers.

Under Cultivating Communities, SingPost continues to play an important national role with approximately 2,500 service touchpoints islandwide, and 80% of the population within 10 minutes of a SingPost touchpoint. We continue to meet IMDA's postal service quality standards.

These are not standalone sustainability initiatives. They are embedded into the way we operate - decarbonising our delivery network, strengthening trust, improving service reliability, ensuring that SingPost continues to serve communities across Singapore.

Slide 12: "Priorities for FY26/27 and Beyond"

In summary, SingPost has a new leadership team committed to strengthening our core fundamentals, building capabilities, and capturing growth opportunities.

In managing our business, the Management will focus on serving customer needs, while exercising financial prudence and pricing discipline.

We will seek new revenue streams by expanding into new growth areas as we maintain proper governance and financial discipline.

SingPost Centre remains a core strategic asset with strong upside potential, and we aim to harvest this upside for the benefit of shareholders.

In a nutshell, we are positioning for sustainable growth.

Now I would like to pass the time over to Isaac, our CFO, to walk you through the key financials for the year.

MR ISAAC MAH, CHIEF FINANCIAL OFFICER

Slide 13: "FY2025/26 Financial Results"

Thank you, Mark. As Mark has outlined, SingPost has established a clear direction for sustainable growth and has begun executing against that strategy.

I will now take us through our FY25/26 financial performance, namely the Group's results, the performance of our three business segments, our financial position, and the dividends proposed for shareholders.

Slide 14: "Key FY25/26 Results Highlights"

Last year was a year of significant transition for SingPost. Following the divestment of several non-core businesses, the figures on this slide provide a clearer baseline for our continuing operations.

Revenue from continuing operations was S$376.1 million. This was lower than the previous year, principally because of the continued structural decline in letter mail volumes and the contraction in international eCommerce volumes.

Despite these pressures, continuing operations remained profitable, recording an operating profit of S$11.8 million, partly a result of the cost actions we've taken during the year. With the divestments of the Australia business last year, we have realigned the cost base of the organisation to the smaller operating footprint of the Company.

Net profit attributable to shareholders was S$60.9 million. This included two significant items:

- First, we recorded S$19.2 million of exceptional gains, mainly from the fair-value gain on investment properties and gains from the disposal of subsidiaries.
- Second, we derecognised aged trade payables amounting to S$38.1 million relating to international settlements with overseas postal administrations.

Excluding exceptional items and the derecognition of aged trade payables, underlying net profit was S$10.7 million.

Slide 15: "Segmental Performance"

Let me now explain how the Group's three business segments contributed to these results.

Logistics and Letters remained our largest segment, generating revenue of S$303.5 million. The segment recorded an operating loss of S$6.1 million.

Within the domestic business, eCommerce volumes grew by 8.1 per cent for the year. This growth, together with the postage adjustment implemented in January, partly mitigated the continued decline in letter mail and printed-paper volumes.

The greater pressure came from the international business, where revenue declined substantially amid tariff changes, geopolitical uncertainty and intense competition.

The results underline the importance of the actions Mark described earlier: lowering our cost to serve, maintaining pricing discipline and applying our existing delivery infrastructure to a broader range of customers and services.

In the Post Office Network, revenue was S$11.2 million, and the operating loss was reduced to S$10.7 million.

While the segment remains loss-making, the direction of travel is positive. Operating costs were reduced by 20 per cent, narrowing the loss from S$14.7 million in the previous year. Our objective remains to move the Post Office Network towards commercial sustainability while maintaining convenient and accessible postal services.

Property Assets continued to provide stable and recurring earnings. Revenue increased by 2 per cent to S$80.7 million, while operating profit remained strong at S$45.2 million. SingPost Centre achieved an occupancy rate of 99.4 per cent, supported by positive rental reversions.

Taken together, the segmental results show both the challenges and the opportunity before us: to restore sustainable profitability in our logistics and postal operations, while continuing to optimise the stable earnings and long-term value of our property assets.

Slide 16: "Financial Position"

Turning to our financial position, SingPost ended the year with a strengthened balance sheet.

As at 31 March 2026, total assets stood at approximately S$2.04 billion - this included S$603.8 million of cash and cash equivalents and synthetic deposits.

Although cash balances reduced following the S$202.6 million special dividend paid during the year, this was partly offset by proceeds from the completed divestments. The Group remained in a net cash position of S$254.2 million at year-end.

This financial position gives SingPost the capacity to meet its obligations and fund the investments required to execute the strategy. At the same time, we will maintain strict capital discipline.

Investments will be assessed against clear business cases and appropriate returns. We will balance the funding of operational transformation and growth opportunities with the delivery of sustainable returns to shareholders.

Our strong balance sheet is therefore not an end in itself. It is the financial foundation that allows us to execute the strategy with resilience, flexibility and discipline.

Slide 17: "Proposed Final Dividend and Supplemental Dividend"

Finally, on the proposed dividends. The Board has recommended a final ordinary dividend of 0.06 cents per share, amounting to approximately S$1.4 million.

Together with the interim dividend of 0.08 cents per share paid earlier in the financial year, this would bring the total ordinary dividend for FY25/26 to 0.14 cents per share.

This represents 30 per cent of underlying net profit and is consistent with our dividend policy of paying between 30 and 50 per cent of underlying net profit annually.

Additionally, the Board has proposed a supplemental dividend of 0.41 cents per share, amounting to approximately S$9.3 million.

This supplemental dividend reflects the net-of-tax amount arising from the derecognition of aged trade payables. The Board considered it appropriate to return this amount, approximately 30% of the net of tax amount derecognised, to shareholders.

Subject to shareholders' approval at this AGM, the proposed final and supplemental dividends total 0.47 cents per share.

The recommendations demonstrate our commitment to shareholder returns, while preserving sufficient financial flexibility to invest in the transformation and future growth of SingPost.

This concludes the review of the financial performance and I will hand the time back to the Chairman.

Thank you.

END OF PRESENTATION AND SPEECHES