



# 1. Seychelles Postal Services (SPS)

## 1.1.Strategic Overview

### 1.1.1.Mandate

As a member of the Universal Postal Unions, SPS is mandated to develop its business in line with that of the UPU postal strategy which involves, digitalization, streamlining of customs process to facilitate ecommerce, improved services for the customer and sustainability of the post by diversifying its business to encompass digital trends such as crypto stamps, digital marketing and e-services to include e-government.

### 1.1.2.Vision

Our vision is to be amongst the leading operators in the provision of postal services and products in the region.

### 1.1.3.Mission

- Meeting the Needs of the Citizens and Promoting Economic Growth Ensure that the postal sector meets the basic needs of citizens, fostering economic growth and digital citizenship.
- **Providing Accessible and Customer-Centric Postal Services**  
Offer customers a reliable, and customer-centric postal system that caters to their e-government, communications and e-commerce needs.
- **Prioritizing Safety, Security, Reliability, and Speed**  
Place utmost priority on mail safety, border security, reliability, and speed in the processing of mail items.
- **Enhancing Seychelles' Competitiveness**  
Increase the efficiency and effectiveness of the postal system and operations to enhance Seychelles' competitiveness, meeting the diverse needs of both local and global customers by creating an international mail transit hub.
- **Responsible and Strategic Infrastructure Investment:** Invest in operations infrastructure responsibly, considering safety, border control, economic, and strategic factors to minimize negative impacts.

#### ***1.1.4.Strategic Priorities for 2024-2026***

- Digitalization (connectivity of systems, interactive website, online services).
- Employee capacity building in use of technology, Microsoft systems, customer service training.
- Re-evaluate job descriptions and bring in line with modern postal requirements
- Create own scheme of service to align with modern postal requirements.
- Mail Security – Being accredited by the UPU
- E-Commerce growth - enabler of outbound and inbound ecommerce.
- National Addressing System – supporting the development of the project.
- E-services – book collection, deliveries, pay online, upload documents, postage calculators, bill payment etc.
- Crypto stamps - digital stamps with a paper twin, collectors' items.
- Courier service consolidation - government project to consolidate services.
- New IMPC - national warehouse to increase ecommerce volume, operate as a mail transit hub.
- Door to door delivery - improve delivery service, offer customers a seamless service

#### ***1.1.5.Key Challenges***

- Operating space
- Technology
- Employee capacity
- WIFI
- Pace of stakeholders
- Consumer awareness
- Business agility.

## 1.2. Outlook of Financial Strategy

### 1.2.1. Projected Financial Position of Seychelles Postal Services

SCR ('000)

Description	Actual Figures			Provisional	Forecast		
	2021	2022	2023	2024	2025	2026	2027
<b>ASSETS</b>							
NON-CURRENT ASSETS							
PROPERTY AND EQUIPMENT	7,800	7,194	6,559	7,343	8,598	8,598	8,598
INTANGIBLE ASSET	34	132	177	578	600	135	135
RIGHT OF USE ASSETS							
DEFERRED TAX	1,156	1,036	1,030	1,200	2,200	2,200	2,200
<b>TOTAL NON CURRENT ASSET</b>	<b>8,990</b>	<b>8,362</b>	<b>7,766</b>	<b>9,121</b>	<b>11,398</b>	<b>10,933</b>	<b>10,933</b>
<b>CURRENT ASSETS</b>							
INVENTORIES	<u>5,838</u>	<u>5,650</u>	<u>5,339</u>	<u>5,388</u>	<u>5,649</u>	<u>5,649</u>	<u>5,649</u>
TRADE AND OTHER RECEIVABLES	<u>6,297</u>	<u>4,925</u>	<u>5,313</u>	<u>4,900</u>	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>
CASH AND CASH EQUIVALENTS	<u>19,010</u>	<u>20,612</u>	<u>20,061</u>	<u>18,248</u>	<u>11,003</u>	<u>15,379</u>	<u>26,439</u>
<b>TOTAL CURRENT ASSETS</b>	<b><u>31,145</u></b>	<b><u>31,187</u></b>	<b><u>30,713</u></b>	<b><u>28,536</u></b>	<b><u>23,152</u></b>	<b><u>27,528</u></b>	<b><u>38,588</u></b>
<b>TOTAL ASSETS</b>	<b>40,135</b>	<b>39,548</b>	<b>38,479</b>	<b>37,657</b>	<b>34,550</b>	<b>38,461</b>	<b>49,521</b>
<b>EQUITY AND LIABILITIES</b>							
<b>EQUITY</b>							
SHARE CAPITAL	100	100	100	100	100	100	100
CAPITAL AND OTHER RESERVES	28,599	28,599	28,599	28,599	28,599	28,599	28,599
RETAINED EARNINGS	2,491	866	516	58	251	2,162	13,222
<b>TOTAL EQUITY</b>	<b>31,189</b>	<b>29,565</b>	<b>29,215</b>	<b>28,757</b>	<b>28,950</b>	<b>30,861</b>	<b>41,921</b>
<b>NON-CURRENT LIABILITIES</b>							
<b>LEASE LIABILITY</b>							
EMPLOYEE BENEFIT OBLIGATIONS	2,629	2,585	2,500	2,500	1,200	1,200	1,200
<b>TOTAL NON CURRENT LIABILITY</b>	<b>2,629</b>	<b>2,585</b>	<b>2,500</b>	<b>2,500</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
<b>CURRENT LIABILITIES</b>							
<b>LEASE LIABILITIES</b>							
TRADE AND OTHER PAYABLES	6,316	7,399	6,764	6,400	4,400	6,400	6,400
<b>TOTAL CURRENT LIABILITIES</b>	<b>6,316</b>	<b>7,399</b>	<b>6,764</b>	<b>6,400</b>	<b>4,400</b>	<b>6,400</b>	<b>6,400</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>40,135</b>	<b>39,548</b>	<b>38,479</b>	<b>37,657</b>	<b>34,550</b>	<b>38,461</b>	<b>49,521</b>

### 1.2.2. Projected Statement of Comprehensive Income of Seychelles Postal Services

SCR ('000)

Description	Actual Figures			Provisional	Forecast		
	2021	2022	2023	2024	2025	2026	2027
REVENUE	15,250	17,037	19,258	22,403	25,199	40,274	47,146
DIRECT OPERATING EXPENSES	(5,390)	(4,463)	(5,018)	(3,289)	(5,727)	(5,727)	(5,727)
GROSS PROFIT	9,860	12,574	14,239	19,114	19,472	34,546	41,419
OTHER INCOME		8,432	6,000	4,000			
EMPLOYEE EXPENSES	(2,474)	(16,731)	(18,619)	(19,287)	(20,547)	(21,119)	(21,119)
GENERAL AND ADMINISTRATIVE EXPENSE	(3,751)	(4,185)	(4,351)	(6,652)	(6,761)	(9,510)	(9,698)
DEPRECIATION OF PROPERTY AND EQUIPMENT	(1,214)	(1,022)	(1,056)	(1,007)	(1,159)	(1,159)	(1,159)
AMORTISATION OF INTAGIBLE ASSET	(7)	(10)	(34)				
AMORTISATION OF RIGHT OF USE ASSET	(724)						
EXPECTED CREDIT LOSSES	(734)	302	-				
FINANCE INCOME	123	9	10	120	351	351	351
FINANCE COSTS	(135)						
EXCHANGE (LOSS)/GAIN	(1,704)	(873)	(158)				
(LOSS) / PROFIT BEFORE TAXATION	(760)	(1,505)	(3,969)	(3,713)	(8,644)	3,110	9,795
TAXATION CREDIT	464	(120)	-			(10,000)	(10,000)
(LOSS) / PROFIT AND OTHER COMPREHENSIVE (EXPENSE) / INCOME FOR THE YEAR	(296)	(1,624)	(3,969)	(3,713)	(8,644)	(6,890)	(205)

### 1.2.3. Projected Cash flow Statement of Seychelles Postal Services

SCR ('000)

Description	Actual Figures			Provisional	Forecast		
	2021	2022	2023	2024	2025	2026	2027
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>							
<b>(LOSS)/ PROFIT FOR THE YEAR</b>	<b>(760)</b>	<b>(1,505)</b>	<b>(3,969)</b>	<b>(3,713)</b>	<b>(8,644)</b>	<b>3,110</b>	<b>9,795</b>
<b>ADJUSTMENTS FOR:</b>							
DEPRECIATION OF PROPERTY AND EQUIPMENT	1,214	1,022	1,056	1,007	1,080	1,200	1,200
PROFIT ON DISPOSAL OF ASSETS		(81)					
AMORTISATION CHARGE OF INTANGIBLE ASSET	7	10	34				
AMORTISATION OF RIGHT-OF-USE ASSETS	724						
DERECOGNITION OF RIGHT -OF-USE ASSETS AND LEASE LIABILITY	74						
EXPECTED CREDIT LOSSES	734	(302)	-				
LENGTH OF SERVICE CHARGE	1,494	635	1,103				
FOREIGN EXCHANGE MOVEMENT	1,256	855	448				
	<b>4,743</b>	<b>635</b>	<b>(1,328)</b>	<b>(2,706)</b>	<b>(7,564)</b>	<b>4,310</b>	<b>10,995</b>
<b>ADD: CHANGING IN WORKING CAPITAL</b>	<b>3,715</b>	<b>2,892</b>	<b>2,232</b>	<b>1,828</b>	<b>1,839</b>	<b>1,585</b>	<b>1,585</b>
INCREASE /DECREASE IN INVENTORIES	(41)	188	311	253	(261)	(515)	(515)
DECREASE/(INCREASE)IN TRADE AND OTHER RECEIVABLES	5,995	1,675	1,286	1,250	1,800	1,800	1,800
DECREASE IN TRADE AND OTHER PAYABLES	(2,238)	1,029	635	325	300	300	300
<b>NET CASH GENERATED FROM OPERATIONS</b>	<b>8,459</b>	<b>3,527</b>	<b>904</b>	<b>(878)</b>	<b>(5,725)</b>	<b>5,895</b>	<b>12,580</b>
EMPLOYEE BENEFIT OBLIGATIONS	(105)	(680)	(688)	(685)	(1,620)	(1,620)	(1,620)
<b>NET CASH INFLOW FROM OPERATING ACTIVITIES</b>	<b>8,353</b>	<b>2,847</b>	<b>217</b>	<b>(1,563)</b>	<b>(7,345)</b>	<b>4,275</b>	<b>10,960</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>							
PURCHASE OF PROPERTY AND EQUIPMENT	(421)	(416)	(241)	(250)	100	100	100
PURCHASE OF INTAGIBLE ASSET		(54)	(79)				
PROCEEDS FROM SALE OF ASSERS		81					
<b>NET CASH OUTFLOW FROM INVESTING ACTIVITIES</b>	<b>(421)</b>	<b>(389)</b>	<b>(320)</b>	<b>(250)</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>FINANCING ACTIVITY</b>							
<b>REPAYMENT OF LEASE LIABILITIES AND NET CASH OUTFLOW FROM FINANCING ACTIVITY</b>	<b>(716)</b>						
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>7,216</b>	<b>2,457</b>	<b>(103)</b>	<b>(1,813)</b>	<b>(7,245)</b>	<b>4,375</b>	<b>11,060</b>
<b>MOVEMENT IN CASH AND CASH EQUIVALENTS</b>	<b>13,050</b>	<b>19,010</b>	<b>20,612</b>	<b>20,061</b>	<b>18,248</b>	<b>11,003</b>	<b>15,379</b>
<b>AT JANUARY 1,</b>							
<b>INCREASE</b>	<b>7,216</b>	<b>2,457</b>	<b>(103)</b>	<b>(1,813)</b>	<b>(7,245)</b>	<b>4,375</b>	<b>11,060</b>
<b>FOREIGN EXCHANGE MOVEMENT</b>	<b>(1,256)</b>	<b>(855)</b>	<b>(448)</b>				
<b>AT DECEMBER 31,</b>	<b>19,010</b>	<b>20,612</b>	<b>20,061</b>	<b>18,248</b>	<b>11,003</b>	<b>15,379</b>	<b>26,439</b>

### 1.2.4. Projected Capital Investment Plan of Seychelles Postal Services

Project Name	Project Purpose and Description	Expected Outcome of the Project	Total Estimated Project Cost	Source of Funds	Year of Project Commenced	Expected Completion Date	Actual Figures			Provisional	Forecast			Anticipated Risks
							2020	2021	2022	2023	2024	2025	2026	
Major Capital Investments														
Purchase of 2 electric vans	Fleet extension for Door to door	Better delivery service	USD \$50K	UPU QSF Fund	2024	2025	Details Not allocated to any year							
POS/DPS	Update technology	System Integration/Automation of counter	USD \$30K	Japan Fund?	2025	2025								
National Warehouse	New airside IMPC	Space to increase inbound & ecommerce and operate as a hub + door to door deliveries.	SCR8M	Govt of Seychelles loan, over 9 years at 37k per month	2024?	2025								
Replacements and upkeep of Assets (PPE)														
New server		SCR80K	SPS	2024			Details Not allocated to any year							
New website		SCR210K	SPS	2024										
Total							-	-	-	-	-	-	-	

Please note:

- Fleet extension is funded by the UPU, and the shortfall will be covered by SPS. This is estimated at \$5k.
- Updated technologies are the UPU DPS system, which has been negotiated down from \$77k for the license to \$11k but we still await the other cost, full estimate is \$30k and we have re-applied for Japan Fund to cover. We were not successful with initial application.
- New IMPC is a project that is still in development phase as the location of the asset keeps changing and is dependent on stakeholder and government decisions. Assumption is based on a 375 sqm facility for post only, but there is discussion to include couriers too.
- Website is currently under construction to launch in 2025.

### 1.3. Projected TAX, Divided, Debt Payments, Subventions, Grants and Contingencies

#### 1.3.1. Tax Implications by the Operations of Seychelles Postal Services

Type of Tax	Actual Figures			Provisional	Forecast			SCR (000)
	2021	2022	2023	2024	2025	2026	2027	Anticipated Risks
<b>Business Tax</b>	3							<b>Details not provided</b>
<b>PIT</b>	557	467	645	692	738	745	745	
<b>VAT</b>	(48)	42	42	45	45	45	45	
<b>Etc..</b>								
<b>Total</b>	<b>512</b>	<b>509</b>	<b>687</b>	<b>737</b>	<b>783</b>	<b>790</b>	<b>790</b>	

#### 1.3.2. Anticipated Dividend Declarations by Seychelles Postal Services

\*SPS does not anticipate in declaring any dividends within the medium term

#### 1.3.3. Debt Payments Forecasts by Seychelles Postal Services

Lending Organization	Description	Purpose of Borrowings	Total Debt Amount (Capital)	Total Borrowings and Debt Servicing							SCR ('000)
				Actual Figures			Provisional	Forecast			
				2020	2021	2022	2023	2024	2025	2026	
<b>Loan 01 From GoS Bank</b>	Borrowings	<b>WAREHOUSE</b>	8,000,000.00						888	888	
	Interest for the Year			-	-	-	-	-	-	-	
	Repayment of Capital			-	-	-	-	-	-	-	
	Balance carried forward			-	-	-	-	-	-	-	
<b>Loan 02 From Bank</b>	Borrowings			-	-	-	-	-	-	-	
	Interest for the Year			-	-	-	-	-	-	-	
	Repayment of Capital			-	-	-	-	-	-	-	
	Balance carried forward			-	-	-	-	-	-	-	
<b>Debt for Other PEs</b>	Borrowings			-	-	-	-	-	-	-	
	Interest for the Year			-	-	-	-	-	-	-	
	Repayment of Capital			-	-	-	-	-	-	-	
	Balance carried forward			-	-	-	-	-	-	-	
<b>TOTAL</b>									<b>888</b>	<b>888</b>	

### 1.3.4. Anticipated Subventions and Grants by Seychelles Postal Services

SCR ('000)

Nature of Funding	Funding Agency	Purpose	Total Agreed Amount (Forex)	Total Receipts of Subventions and Grants						
				Actual Figures			Provisional	Forecast		
				2021	2022	2023	2024	2025	2026	2027
Subventions	Government	Subsidy		15,000	8,000	6,000	4,000	4,000	-	-
	IMF			-	-	-	-	-	-	-
	ADB			-	-	-	-	-	-	-
	EU, etc.			-	-	-	-	-	-	-
Grants	Government			-	-	-	-	-	-	-
	IMF			-	-	-	-	-	-	-
	ADB			-	-	-	-	-	-	-
	EU, etc.			-	-	-	-	-	-	-
<b>TOTAL</b>				15,000	8,000	6,000	4,000	4,000		

### 1.3.5. Contingencies of Seychelles Postal Services.

\*SPS does not anticipate any contingent liabilities within the medium term



### ***1.3.6. Assumptions used for the Financial Projections of Seychelles Postal Services.***

The financial project assumption in this document are based on the following:

- Revenue growth:
  - key revenue driver will be the IMPC which will provide more space to increase volume and provide a mail/ecommerce transit service to other countries, and be part of the UPU PPZ project.
  - Other revenue drivers are: ecommerce website to sell local good to international market and offer local customer other international brands.
  - The launch of a crypto stamp which is currently being developed and designed.
- Expenditure:
  - There will be increases in salaries, as we align to be more competitive, we need to invest in a higher calibre of employee which will cost more. As we will also be adding extra tasks on our workforce, we need to compensate them accordingly, financially and with training.
  - We will have additional headcount to manage IMPC tasks, such as supervisors, IT and security and
- Economic conditions
  - Ecommerce is reliant on customer spending in international markets and stable foreign exchange rate to encourage online shopping for both inbound and outbound goods.
- Tax rates
  - The high customs de minimise rule is favourable to inbound ecommerce.
- Operations
  - Cost of operation will increase with installation of technologies, which have annual licenses to pay and data centres to maintain databanks and associated cybersecurity.
- Inventory
  - There is possibility that our inventory will increase when we start selling online, although we prefer to work with our vendors on consignment, rather than purchase the stock.

## 1.4. KPIs, Risk Management Strategy and Reporting Obligations

### 1.4.1. Key Performance Indicators of the Seychelles Postal Services.

Performance Indicators	Description	Achievements of KPIs						
		Actual Figures			Provisional	Forecast		
		2020	2021	2022	2023	2024	2025	2026
Delivery Performance	Meet targets set by UPU/suppliers			D+10	D+10	D+10	D+7	D+7
Volume Increase	Ecommerce			157k items	300k items	300k item	350k items	650k items
Consolidated Technologies	POS, DPS							
Revenue regeneration	As per budgets							
Volume Increase	Transit Mail							1M items
Operations Efficiency	SOPs validated by the UPU and certified					Security Validation and SOP certified.		
Capacity building	Training for all employees in systems, customer service.					Will be completed		

- Re delivery performance - D means “day of arrival” for tracked items. So, 10 days after arrival.
- Volume increase is the amount of ecommerce we receive and send. Revenue is based on that and on type of mail service used.
- Consolidate technologies - part of UPU KPI to have the latest system, but there is a cost implication which the Post has to bear.
- Transit mail is mail we process that goes via SPS warehouse to another country.
- Operations efficiency - SOP in place, accredited mail flow process physically and digitally, mail security accreditation, these are all UPU KPI for Africa Region.

### 1.4.2. Risks and Resilience Plan of the Seychelles Postal Services.

Risk Category	Potential Risks Identified	Risk Mitigation Strategies
Strategic Risks	Economic downturn, late construction of warehouse, FSA delay for crypto stamps issue.	Diversify business into other areas/products
Financial Risks	Global economic downturn, less online shopping, no tourists for postcards	Diversify business into other areas/products
Operational Risks	System failure, employee capacity, delayed deliveries	Move to cloud technology backed by the UPU, training of employees,
Compliance and Regulatory Risks	Mail security, end to end tracking for supplier and customer.	Complete UPU security certification, work with customs closely for monitoring, ensure supplier end to end tracking is timely.
Environmental and Social Risks	Packaging used for ecommerce	Work with suppliers to reduce packaging and use recyclable materials
PESTEL	Trade regulations, change in customs allowances, change in employee contracts for shift work, exchange rate, inflation, consumer spending, upgrading and adopting new technology, supply chain disruptions due to natural disaster in supplier territories, data protection laws, KYC/AML	Keep abreast of regulations such as ICS2 for EU, EAD/STOP ACT for USA. With customs/WCO to ensure ecommerce is seamless process for customer to avoid loss of business. Engage employees early about changes, re-structure where needed to accommodate new HC but no increase. Monitor global ecommerce trends/inflation/consumer spending. Invest in adaptable technology with API functionality that can evolve and not remain static. Comply with KYC/AML and data protection laws.

### ***1.4.3.List of External Reporting's by the Seychelles Postal Services***

<b>Name/Title of the Report</b>	<b>Recipients of the Report</b>	<b>Description of the purpose, content and inclusion of the report</b>	<b>Frequency and Timing of the Report</b>
<b>Compliance Report – covers all international obligations for operations</b>	UPU/USPS	EAD – Electronic Advanced Data/CARDIT Exchange/Tracking events/EMS reporting/Customer queries	Monthly
<b>Performance Report</b>	Ecommerce partner/UPU	MailAmericas/Singapore Post	Weekly
<b>FP&amp;A Reports</b>	Board	Financial reporting/debtors list	Monthly
<b>Quarterly Finance Reports</b>	PEMC	Financial Reporting	Quarterly
<b>Mail Volume Report/Customer Queries based on Customer Service charter.</b>	Board/Regulator	Mail Volume by category	Monthly
<b>CEO Report</b>	Board	Personnel, projects etc.	Monthly
<b>Security Certification</b>	UPU	Security compliance & enhancements to improve mail safety	Monthly
<b>ORE (Operation Readiness for E-Commerce)</b>	UPU	Monitoring by the UPU against their set KPI for African Region	Monthly
<b>AFS</b>	Shareholder	Annual Financial Statement	Yearly
<b>Annual Report</b>	Shareholder	Annual Report	Yearly

## ***1.5. Stakeholder Engagement***

### ***1.5.1. Statement by CEO***

Committed to transforming Seychelles Postal Services to ensure it stays relevant, and reinvents itself as a key logistic player in the region, enabling local and international ecommerce by adopting digitalization and streamlining processes to offer customers a seamless service. I believe that the post's long-standing history and network as the original logistics provider is an asset that can be built on and developed to enhance economic development.

Seychelles Post Office is one of the most iconic buildings in Victoria and also possibly one of the oldest businesses in Seychelles. Existing since the 1800s it has kept our islands in communication with the rest of the world. SPS is still a key business and offers a vital service to the country. However, with the developments in communications technology and private courier services, the post office has somewhat been left behind. One of our key priorities is to digitalize SPS to make our processes easier and faster and to serve our customers more efficiently, automating behind-the-scenes processes, using technology supplied by the Universal Postal Union (UPU) and developing our own add-on systems. Adding a point of sale (POS) system for our retail service at the counter and in our shop. Building a new website that will be the gateway to our services and give our customers more information on what we do and offer. That is information on pricing for postage, online customs declaration forms, online payment for shipments, mail redirection service, virtual mailboxes, online payment for post boxes and an e-commerce site allowing direct access to brands using the post office for shipment and also inviting local businesses to use our platform for their selling and shipping needs.

With all these exciting ideas, we need to develop our teams to meet these challenges and put in place new ways of working. Changing mindset on how we approach work is also key to these changes.

We are also reviving philately and will be going digital with some of our old stamps to attract NFT stamp collectors. NFT stamps are digital stamps or artwork collected online and kept in digital portfolios.

We are looking to further develop our courier service to tie in with Express Mail Service (EMS), as well as explore digital addressing, as we have so many issues with delivering letters. We have started delivering EMS door to door and soon for parcels and small packets too, and in future even collect items to be posted.

SPS also has a social mandate which is the Universal Service obligation which it needs to adhere too despite it being a loss-making concept which is currently being challenged by all postal operators globally. Since the pandemic many postal operators have found the market challenging due to the intense competition in ecommerce and only now is the post shifting its attention to being run as a business, as governments try to recover funds provided as subsidies.

As a member of the UPU and the Designated Postal Operator of Seychelles, SPS' development strategy aligns with that of the UPU for global postal development.

*Ms. Mariella Buisson*  
*Chief executive Officer*

### ***1.5.2.Foreword by Chairperson***

Previously a Government Department and a division of the Ministry of Finance for many years, the Seychelles Postal Services (SPS) was incorporated in 2010 as a Ltd liability company under the Companies Act 1971 with the Government of Seychelles as the sole shareholder, after a new Postal Act was enacted. The evolution of a modern customer service-orientated public enterprise from over 200 years of a budget-dependent civil service department of central government was - and remains – the biggest challenge. Not least, a change of public and corporate mindset which considers that access to postal services and communication with the rest of the world to be a basic human right to be provided by a national government regardless of the cost, further compounded by a ‘civil service’ mentality displayed by staff who having been in a service monopoly for so long, fail to comprehend the challenges of providing a service to a customer. The greatest challenge of all, remains to catch up with a world that has moved on, where electronic media has replaced the written word and the internet has replaced mail bags.

Our aim has been to get aboard the band wagon, rewrite the business model, facilitate e-commerce, diversify our business and invest in technology and retrain our staff, to keep up with customer expectation. Investment in technology is specific and necessary, and expensive. In a recent UPU report, Seychelles scored low on the postal development index. Compared with more advanced postal operators elsewhere, there is much catching up to do.

#### **International Scene**

The postal sector has been undergoing a paradigm shift over the last 30 years, from a highly regulated paternalistic relic of the industrial era to an efficient and cost-effective facilitator of exchanges of goods and services in an era of global Internet connectivity, driven by exacting demands from customers. The modern postal customer does not subscribe to the postal system; rather, he *demands* good service, and fully expects it to be supplied at an optimal cost. In this new era, opportunities abound and many remain untapped. Besides adapting to the rapidly changing environment, postal policy makers and operators have also driven these changes, first by separating posts from telecommunications, and then – particularly in industrialized countries – by refocusing on a narrower range of activities and increasing productivity, before diversifying into new (or not so new) activities. Technology substitution, as well as to a lesser extent liberalization and globalization, has dramatically increased competitive pressure.

#### **Domestic Scene**

Notwithstanding incorporation as a Ltd company, SPS has remained a member of the Universal Postal Union (UPU) since October 1977. Membership of UPU, requires that we continue to provide a universal postal service, such as acceptance, processing, conveyance and delivery of postal items e.g., parcels, small packets and letter post classified as priority and non-priority and EMS, all of which has changed little over the years.

As is the case globally with many postal service providers, SPS has been having some challenges in this new digital era, as postal services face declining mail volumes and low margins in the highly competitive e-commerce business and the challenges of balancing over- and under-capacity in the postal network while ensuring constant service quality and customer proximity at a sustainable cost.

In spite of this, thousands of items are still being processed daily and an increase in e-commerce volumes is clearly apparent and the post has an opportunity to re-invent itself to provide its customers with a better service and contribute to economic growth and prosperity.

*Mr. Norman Weber*  
*Chairperson SPS*

### *1.5.3.Statement by the Responsible Minister*

As the Seychelles Postal Services (SPS) adapts to a rapidly evolving global landscape, its transformation into a modern, competitive logistics provider is essential for driving economic growth and supporting e-commerce in Seychelles. Since its founding, SPS has played a vital role in connecting our islands to the rest of the world. However, with advancements in communications technology and a rise in private courier services, the post office must now re-strategize on its role to remain relevant, reliable, and responsive to customer demands.

SPS's mandate as a member of the Universal Postal Union guides it to pursue digital transformation, streamline customs processes, and implement services that promote efficiency and enhance the customer experience. Under its leadership, SPS has set ambitious goals for the 2025-2027 period. Key initiatives include creating an interactive, user-friendly website, launching digital addressing solutions, and providing new digital services such as e-government and e-commerce platforms. These advancements will enable SPS to offer a seamless customer experience, connecting Seychellois with local and international markets, while also generating opportunities for local businesses to expand their reach.

In addition, SPS is committed to upgrading its infrastructure with investments in a modernized national warehouse, door-to-door delivery, and a state-of-the-art courier system, enhancing the efficiency and sustainability of its operations. These developments will reduce wastage, optimize processes, and ultimately allow SPS to pass on cost savings to the public, making postal services more accessible and affordable. By building on its legacy and infrastructure, SPS is positioning itself as a critical facilitator of trade and commerce, which is essential in today's economy.

Challenges remain, from managing over- and under-capacity to navigating a competitive e-commerce market and responding to the rising expectations of digital-age customers. SPS is addressing these issues by fostering a shift in mindset within its workforce and through investments in staff training and development. Embracing a culture of innovation, reliability, and customer-centricity will be essential for SPS to thrive in a highly competitive environment.

As Minister responsible for SPS, I am encouraged by the company's progress and ambitious vision. By modernizing its operations and expanding its services, Seychelles Postal Services will not only enhance its operational capacity but also contribute significantly to our economic growth and the well-being of Seychellois citizens. The government remains committed to supporting SPS in this journey, ensuring that our postal service is equipped to meet the demands of a dynamic global landscape and to drive sustainable economic prosperity for Seychelles.

*Mr. Naadir Hassan*  
*Minister for Finance, National Planning, and Trade*