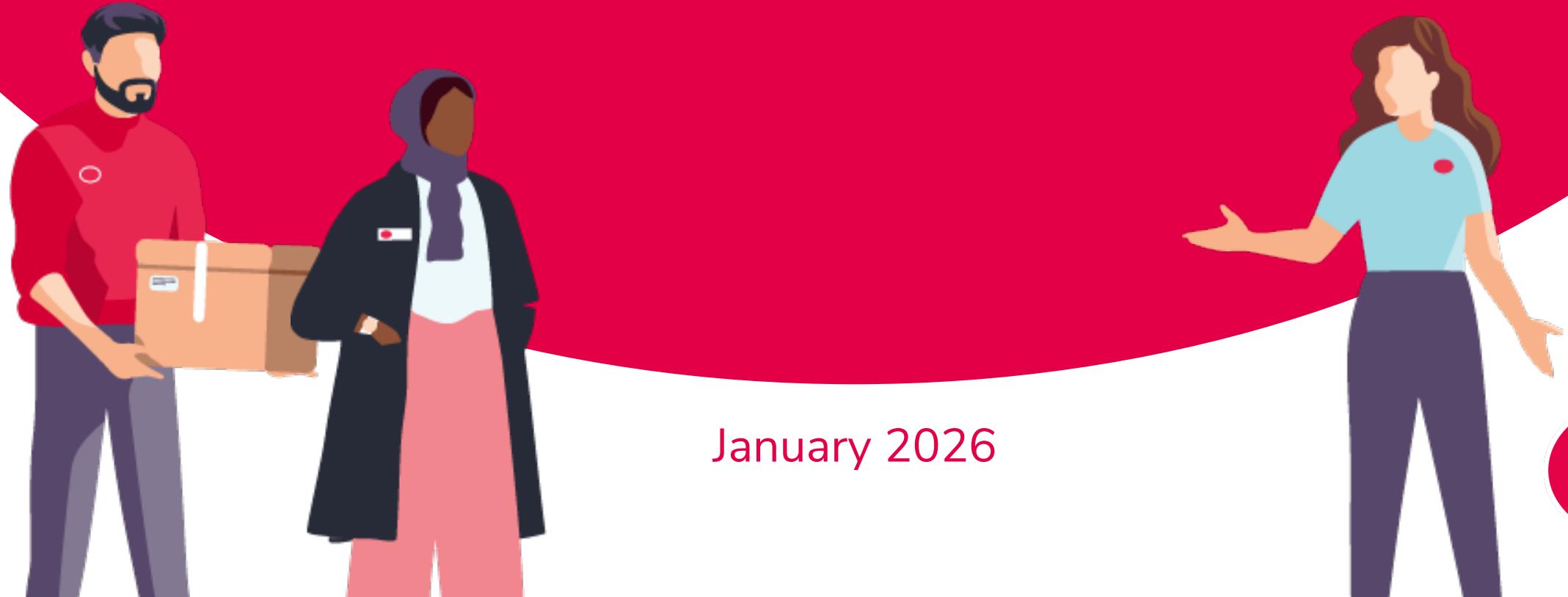


Transformation Update



January 2026

POST
OFFICE

Crucial funding secured from government





The New... Banking framework



This year
we will deliver

£86m

in additional
remuneration



Royal Mail Shop



The Monzo logo is a white, lowercase, sans-serif font word "monzo" inside a red circle with a white border.

monzo

The PayPoint logo consists of a large, stylized yellow letter "P" inside a blue circle, followed by the word "PayPoint" in a dark blue, sans-serif font.

PayPoint



PayPoint is now
working with Lloyds
Banking Group and
Monzo to offer cash
services

Inconsistent branch experience for customers





Many branches
deliver a **brilliant**
experience

Unsustainable costs

When Post Office costs go down...



...Remuneration to Postmasters goes up

Three proposed changes

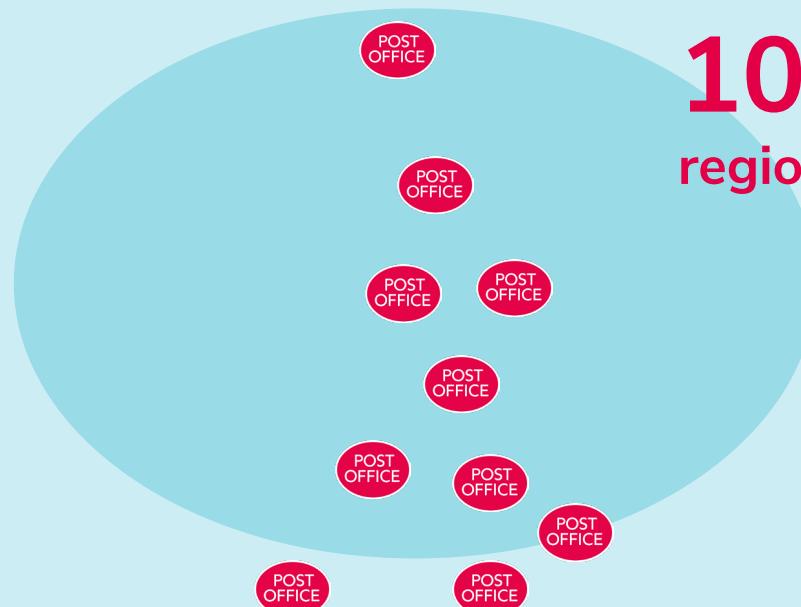
Remuneration

Support we provide you

Network change



Working with postmasters



10
regional meetings



**20 hours of in-depth discussions
with the consultative council**

**Over 600
postmasters**



Proposals

- Fully **align the variable rates** for Mains and Locals
- Remuneration for banking and travel products will be **lifted to 55%**
- Operational Excellence Incentive will be **increased to 5.5%**





**In March, we
hope to provide a
further update
on remuneration
for 2026 / 2027.**

**All branches
provided with
Ready Reckoners
via Branch Hub.**





**Driving
your volume**
=

**Growth
for your
business**

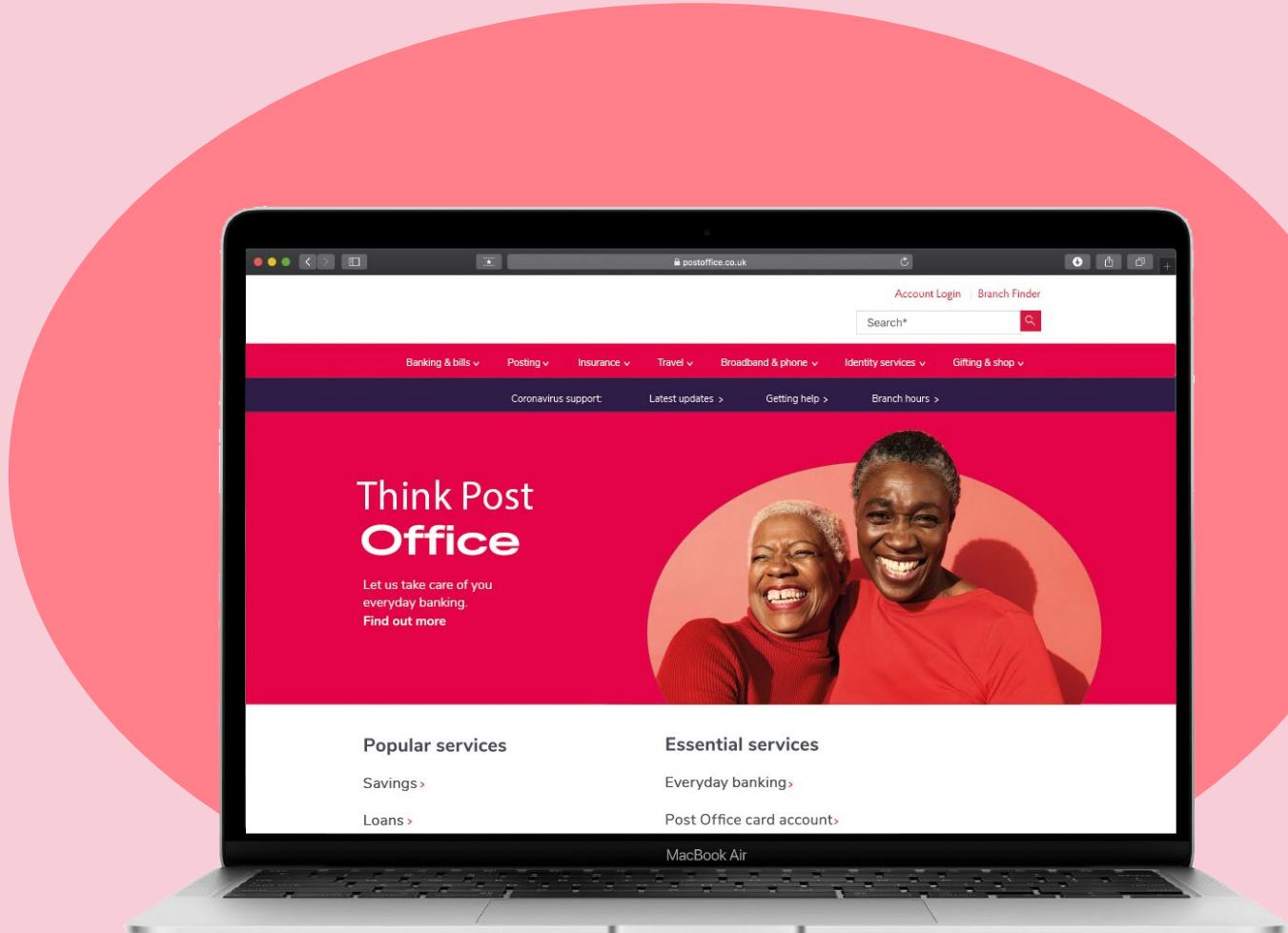
Partnership Model

Account
Management

Digital
Tools

POST
OFFICE
Self
Serve
Banking in the
heart of your
community

A modern retail network



Rolling out new technology



Upgraded self service kiosks



Digital marketing screens



Modernised parcel drop off solutions



£120m

Branch modernisation
programme

A network shaped by customer demand



POST OFFICE



Evolve our rural network

Back great operators to grow & scale



