



SamoaPost Corporate Plan 2015 -2017



Special stamp issue for the Teuila Festival

The Post is your essential business partner™

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1. Executive Summary

The communication market keeps changing in today's business environment. The fast changes urgently require Samoa Post to prioritize business strategies, validating the most appropriate direction according to market changing needs.

Technology facilitates the decline in Letter Mail business worldwide, but SamoaPost will not dwell on its negativity. The rapid pace of changes and transformation requires greater flexibility in our strategic focus and response to our customer needs, with capacity to react and adjust, quickly.

SamoaPost is fully aware of its changing business environment, shifting strategic focus, to capitalise on business opportunities technology provides, for sustainable growth and to remain relevant in today's market. The company will establish broad and new product lines, with business strategies and appropriate action plans, to respond to the dynamic demands of modern customers.

Popularity of E-commerce and shopping online caused an increase in Small packets, Parcels and Express Mail Service volumes internationally. The momentum found postal services worldwide, striving to catch up with necessary delivery developments, to cope with the rapid growth in these areas. Samoa Post's strategic plans address these changes in the next cycle, preparing for this increase as slowly noted in our inbound parcel flows.

Samoa Post will focus on developing Parcels and Logistics delivery chain, facilitating international e-commerce developments, adapting to the increasing pick and pack movement of parcels and packets worldwide. The plan is to adopt an international partnership module sharing in capital investment.

We realise the potential of the digital economy, and will utilise electronic means to extend our reach on financial services network, increasing utility bill payments services and explore new Money Transfer partners. Our capacity of reaching out to our rural community is a cost effective means for the provision of any other government services. (E-government)

Continuous improvement in postal Track and Trace systems features and provide this facility on our website with UPU assistance. It will maintain and enhance quality, reliability and efficiency of our postal services and network. These features continue to be an integral part of our postal existence and market presence. Delivering what we promise now becomes a vital and essential part for Parcels and Express Mail items slowly increase with e-commerce. Customers are demanding visibility of their online mail orders, by tracking every step of their ordered articles journey.

To be successful in our strategic plan, the company require a complete overhaul of our delivery processes and procedures, upgrading our human resources through continuous training and personal development with modern business and management approach. The company's success in achieving its strategic plan lies in having a highly trained and motivated human resource with a robust business approach. Staff's commitment to deliver the company strategic plan with urgency, are the engine for success in the market.

The implementation of our broad strategies and principles during this cycle will be closely and prudently monitored and measured periodically with financial performance achievements, and social and community obligations are achieved. Management structure

allows immediate responses to exceptional deviations dictated by the market, allowing timely corrective measures and necessary changes to our business strategies to achieve expected results.

The company's ability to foresee and respond rapidly to the changing business environment is our core strength. Our continuous collaboration with our international postal partners is the source of sector assistance through technical and development assistance. Samoa Post will improve governance and accountability, with strict focus on our strategic plan, and will result in successful achievement of our Corporate Plan forecast in the next cycle.

Ma le fa'aaloalo lava,

Tupe Ualolo Nun Yan
CHIEF EXECUTIVE OFFICER

2. Mandate

SamoaPost operates within the existing licensing framework and the specific legislation states hereunder;

- Postal Act 2010
- Companies Act 2001
- Supervisory Legislation including the Public Bodies (Performance and Accountability) Act 2001 and Public Finance Management Act 2001.

SamoaPost was incorporated under the above titled three Acts, and classified as a Public Trading Body, under the Public Bodies (Performance and Accountability) Act 2001. As such, it is operated under Management of the Board of Directors with the responsible Minister providing necessary oversight.

The Company work closely with the existing Board of Directors taking full responsibility for the Company's Corporate Plan for the 2015-2017 cycles.

2.1 Regulatory Environment (Postal Act 2010)

SamoaPost is regulated by the Postal Act 2010, with legal framework for the company's operations.

Samoa is a member of the Universal Postal Union, and Samoa Post the service provider, adopts and abides with all Universal Postal Union (UPU) Acts, with the International Bureau (IB), governing 192 postal administrations around the world.

3. Entity Profile

3.1. Entity's History

Samoa Post, as a public service provider for Samoa, is mandated to the provision of postal services in the country. Tremendous changes in the communication market in the past five years, reflected strongly in the postal sector's strategic focus and business development. The shifts in focus were the direct results of the noted trends in the postal sector's business performance.

Business environment is becoming more fragile and reflected negatively on Samoa Post's continuous provision of the Community Service Obligations particularly in the rural areas

The continuous rise of Digital Economies caused significant disruptions to postal business worldwide. Major effects were felt in Letter Correspondences continuous decrease of 41% for both inbound and outbound. Despite of this downward trend, we noted a slow but steady increase in inbound Parcels and Express Mail Items recently, but insufficient to reverse the total mail volumes declining trend.

Monitoring domestic and worldwide postal changes are our strength with our strong capability to adapt immediately, with continuous collaboration with our international organisations providing technical assistance.

Reserved services of domestic and cross border addressed letters, small packages, mail box services and printing stamps are minimal to weather the negative effects, from electronic services.

Commercial Services on the other hand, further threatens with having a small market, within a small economy and served by various competitors, with the growth of substitute electronic avenues, affecting our commercial postal services.

Having a complete understanding of the market forces and movement, enables Samoa Post to strategically and consistently analyse the relevancy of postal services from time to time. Continuous market innovation and new products development are the key features in the company's survival and to cater for customer's changing needs.

The company will struggle to remain profitable in the next cycle, but vigilant in its course with our mission of providing accessible, cost effective and profitable services to our customers.

3.2 Organisational Structure

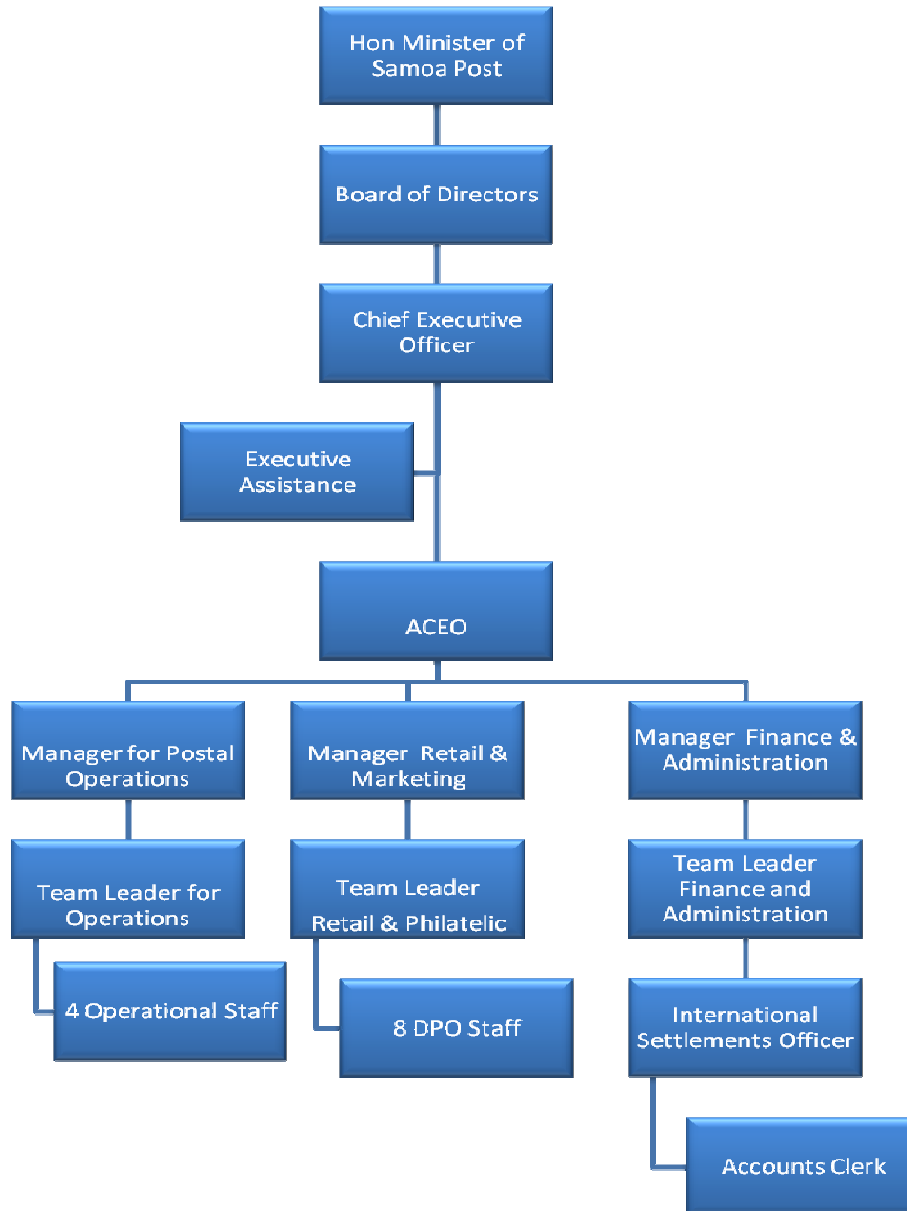
The organization structure of SamoaPost is based on the following principles:

- To maximize the ability of the Company to execute its Corporate Plan.
- To build the capacity of the company to cater for its changing business needs in a timely manner.
- To successfully manage costs at all levels, with clear controls ensuring profitability.
- To set up a structure that is focused on customer service and efficient communications channels needed for efficient management in this fragile business environment.

The structure is divided into three management functions. Each of these functions has a Manager responsible for performance and the management of each group reporting to the CEO through the ACEO. The company also added the new post of the Executive Assistance to be the Board Secretary and provide solid assistance for the CEO.

The proposed structure for the next cycle to be in line with all Government Corporation's structure, and will equip the Company with the missing link in the current structure and to facilitate our expected international business expansion during this cycle.

Organisational Structure



- Note: The Company employs a total of 22 full time employees plus 3 part time staff:
 - 2 Caretakers
 - 1 Driver (Savaii)

3.3. ***Financial status of the Company***

The Company continues to successfully meet its financial obligations to its shareholders since the last four years. However the postal share of the communication business environment is contracting further. The company's reliance on core and ordinary businesses are insufficient for the company to stay self sufficient during the next cycle.

The company now explore possibilities of new offshore businesses, shifting its focus towards parcels and logistics business, as we witness the continuous increase in worldwide e-commerce business. The postal and freight sector are racing to accommodate the boom in this market with customer's urgent need of immediate and cost effective delivery and freight services, are becoming more important.

Our financial forecast for the next three year cycle is based on our plans for offshore business engagement and partnership with international businesses generating cash flow ensuring our sustainability during the cycle.

4. STRATEGIC ISSUES FOR THE PLANNING PERIOD

4.1. Analysis of the Business Environment

4.1.1. External Business Environment

We still witness the major changes in the business environment where cost cutting were the driving force for all businesses affecting our partnership with the business community.

Western Union terminated our business partnerships on the 31st December 2013, while the Electric Power Corporation, ceased the production of cash cards which were sold by Samoa Post on a commission basis. These external factors further reduce our revenue streams on Agency payments.

4.1.2. Broadband Highway Project

Government Projects in developing communication network for the country continue to adversely affect the postal business, although these developments are beneficial to the country.

On the bright side, Samoa Post plans to utilise this infrastructure development to provide e-services to customers residing in the rural areas, and represents government and other businesses in these communities.

4.1.3. Samoa's Graduation from LDC to DC

Samoa's graduation from being an LDC has huge financial implications for the company.

1. Samoa Post will be excluded from the Universal Postal Union's Multi Integrated Projects, staff training fellowships and the Quality of Service Fund from the year 2016, as a result of Samoa graduation.
2. The company will move towards Group 3 Universal Postal Union categorisation, where international mail settlements are higher, reflecting true delivery charges payable for countries in this category. The Universal Postal Union allowed two years (2014 -2015) as a transition period, for preparation for these major changes and adjusts accordingly.

4.2. SWOT Analysis

Strengths	Opportunities
<ol style="list-style-type: none"> 1. Have a large international network. 2. International Support from the mother and regional union UPU(Universal Postal Union) & APPU.(Asia Pacific Postal Union). 3. Competitive Rates for our Courier service. 4. Track and Trace Features with IPS Light for EMS and Parcels. 5. Well established domestic network. 6. Well trained and loyal staff. 7. Location in the heart of town. 8. Monopoly in the printing of stamps for philately. 	<ol style="list-style-type: none"> 1. Worldwide Network and international support from UPU . 2. Parcel and EMS market are growing internationally. 3. Since Post have profession and a trusted partner in the market, for partnership with the business community on financial services. 4. Communication market is still growing. 5. Continuous Staff Training and exposure through international trainings. 6. Samoa Post outlets have extra spaces for potential tenants. 7. Cost effective network for partnership with the business community.
Weaknesses	Threats
<ol style="list-style-type: none"> 1. Small domestic market and affordability. 2. Market mail trend is declining worldwide. 3. Limited Demand/Resources. 4. Small Economy/Growth limitation. 5. DPOs operating at a loss, given the absence of a domestic market in rural areas. 6. Technological Link between Savaii and Upolu unreliable/unstable. 7. Termination of Partnership with EPC and Western Union. 	<ol style="list-style-type: none"> 1. Declining mail Volume and growth in electronic communication 2. Telecommunication Reforms adding more players in the communication market. 3. High Cost Business.(Engaged in Physical delivery) 4. High costs charged by our trading partners for international mails (Industrialised and Developed countries) 5. Community Obligations vs. Business Obligations. 6. Small Economy with the presence of more competitors. 7. Economic Recession & Organisation Reforms threaten partnership contracts 8. Samoa's graduation from LDC and will become a DC in 2014, will result in Samoa Post not eligible anymore to LDC's development funds for development projects and Human Resource Developments. 9. Growth of the Digital Economy with adverse effect on traditional mail market. 10. Presence of competitors in a small market.

5. Detailed Corporate Plan

Vision

SamoaPost will achieve excellence through the provision of profitable, affordable, reliable and accessible postal services to its domestic and international clients

Mission

To be the "LEADER" in physical distribution of parcels and communications in the local and international market, and be an essential partner for the business community.

Values

- Trustworthy
- Provision of Value for money
- Honest
- Fair
- Timeliness
- Dependable
- Reliable
- Transparent
- Accountable to stakeholders and shareholders
- Strengthening Teamwork and cooperation
- Compliance with legal guidelines
- Maintain high development standards domestically and internationally
- Well trained Human Resource
- Customer focus

6. OBJECTIVES, STRATEGIES AND PERFORMANCE MEASURES

Our strategic focus continues from the last cycle, and the focus is shifted toward the international community to generate the much needed volumes to compensate the decline in domestically generated business and mail volumes.

Priorities are on the quality of service as international customers emphasise visibility of their mail items throughout their journey. Retail and agency services will still enhance for the domestic market.

1. To achieve profitability for the company during the next cycle and into the future.
2. To explore E-commerce international markets and strengthen the company's delivery network, enabling tapping into the international e-commerce booming market.
3. Samoa Post to maintain our close collaboration with Asia Pacific Postal Union and the Universal Postal Union, a source of financial assistance, new postal technological developments, new business initiatives and innovation for the future of the post.
4. To improve quality and performance of existing retail commodities and services and increase retail and service product range.
5. Consistent pursuit for potential business partners and to strengthen our agency service clientele and networking.
6. Review our postal tariff with focus on increasing parcels and logistics volume trends exploring opportunities for international business partnerships in Logistics and Freight services.
7. Continuous review and training of the human resource and exposure to international business best practises, and equipped them with proper skills for business diversification.

6.1 Objectives, Strategies and Performance Measures for 2015-2017

Strategic Objective	Strategy	Measure
<p>1. Postal Services</p> <p>1.1 To improve operational procedural required for movement to Group 3 of UPU country allocation.</p> <p>1.2 Explore new international business partnership in mail volumes</p> <p>1.1 Improve our IPS Light track and Trace features to improve quality of service</p>	<p>1. Focus on building of our delivery network and improving quality of service delivery</p> <p>2. Staff training on new operational procedures in accordance with Samoa’s graduation from an LDC, and movement towards Group 3 in 2016.</p> <p>3. Participate actively in the international market to generate international mail volumes.</p> <p>Establish Track and Trace feature on our website, and customers to be able to track their mail items on the company’s web site.</p>	<p>1. Monitor spending during the cycle to ensure profitability, as graduation from LDC associated to higher delivery costs.</p> <p>2. Meet monthly, Quarterly and yearly targets set by UPU for eligibility to Pay for performance benefits.</p> <p>3. Sign up 2 international business partnership during the cycle</p> <p>4. To ensure the company is viable in the long run.</p> <p>5. Revenue to increase by 2-5% each year from international business partnership and ecommerce growth.</p>
<p>2. Retail Services</p> <p>2.1. To improve quality and performance of Existing retail products and services.</p> <p>2.2. Close collaboration with our Philatelic Collector Incorporation to boost philatelic sales.</p> <p>2.3. Personal selling of postal products</p>	<p>1. Marketing team to engage in the aggressive selling and personal visits, to potential customers to sell our retail products.</p> <p>2. Improve Company Image through proper renovations of all Samoa Post outlets.</p> <p>3. Participate actively in cruise ships arriving into the country for stamp and postcards sales</p> <p>4. Pay community visits and conduct awareness programs to re-vitalise Domestic Xpress Money Transfer and other services.</p>	<p>1. Increase retail revenue by 1.5% each financial year, from more business partners.</p> <p>2. Zero Complaints from customers, and increase customer satisfaction level.</p> <p>3. To increase Philatelic agents sales by 2 - 50% each financial year, from PCI partnership.</p> <p>4. Achieve revenue targets on a yearly basis.</p>

Strategic Objective	Strategy	Measure
<p>3. <u>Agency Services</u></p> <p>1. To strengthen our agency service clientele with Network Building</p>	<p>1. Samoa Post's cost effective Promote and efficient network to potential business partners.</p> <p>2. Streamline procedures and build electronic network capabilities to meet immediate reporting requirements for business partners.</p> <p>3. Periodic visits to existing business partners to reaffirm relationship and for further or new opportunities.</p> <p>4. To seek new tenants for Samoa Post available idle spaces.</p>	<p>1. To sign up 2 or more business partners each year.</p> <p>2. To maintain our current customer base with better service offerings.</p> <p>3. By ensuring that the negative effect of technology is minimal with new service offerings.</p>
<p><u>4. Staff Training and Development</u></p> <p>1. Annual Plan for staff development and training</p>	<p>1. To train staff constantly to ensure staff possesses the required skills for the job.</p> <p>2. Staff to participate in international training for exposure to best practises in other postal administrations.</p>	<p>1. Ensure overseas training for 2 – 3 postal staff each year funded by our international partners</p> <p>2. Continue assessment of staff performance verses targets.</p>

7. Financial Statements

5.1. FORECAST INCOME STATEMENT FOR 2015-2017

(in thousands of currency units)	**ACTUAL**	FORECAST	PLAN	PROJECTIONS	
	2013	2014	2015	2016	2017
Revenue		Revised			
Post	1,493.18	1,427.30	1,531.50	1,608.08	1,688.48
Retail	525.37	140.98	218.00	196.20	176.58
Agency	247.16	250.78	245.00	242.55	240.12
Internet Services	79.25	29.94	30.00	30.00	30.00
Other Revenue	125.58	224.02	200.00	210.00	168.00
	2,470.54	2,073.02	2,224.50	2,286.83	2,303.18
Operating Costs	697.14	626.11	674.90	681.65	688.47
Distribution costs	164.22	155.21	233.00	235.33	237.68
Administrative costs	831.10	734.37	733.00	769.65	808.13
	1,692.45	1,515.69	1,640.90	1,686.63	1,734.28
Profit from operations	778.08	557.33	583.60	600.20	568.90
Finance cost	190.56	143.16	215.00	217.15	219.32
Profit before tax	587.52	414.17	368.60	383.05	349.58
Income tax expense (27%)	158.63	111.83	99.52	103.42	94.39
Net profit from ordinary activities	428.89	302.34	269.08	279.62	255.19
Extraordinary items	0.00	0.00	0.00		
Net profit for the period	428.89	302.34	269.08	279.62	255.19
Dividend	214.45	151.17	134.54	139.81	127.60
Retained Earnings	1,598.73	1,749.90	1,884.44	2,024.25	2,151.85

**Please note that 2010/2011 is unaudited

7.1. Forecast Balance Sheet 2015-2017

SAMOAPOST - BALANCE SHEET

(in thousands of currency units)	ACTUAL		FORECAST		PLAN		PROJECTIONS		
	30-Jun-13		30-Jun-14		30-Jun-15		30-Jun-16	30-Jun-17	
ASSETS									
Non-current assets									
Property, plant and equipment	186		190		101		180	144	
Goodwill	0		0		0		-		
Manufacturing licenses	0		0		0		-		
Investments in associates	0		0		0		-		
Amortizations	0		0		33		83	133	
	186		190		134		264	278	
Current assets									
Inventories	103		105		101		116	121	
Trade and other receivables	651		586		592		580	594	
Prepayments	0		0		0		-		
Cash and cash equivalents	5,939		6,894		7,239		7,317	7,237	
Interest	0								
	6,694		7,481		7,931		8,013	7,951	
Total assets		6,880		7,641		8,065		8,277	8,229
LIABILITIES									
Non-current liabilities									
Deferred Income	175		131		368		276	236	
Deferred tax	26		291		112		100	103	
Retirement benefit obligation	0		0		11		25	30	
	202		423		491		401	370	
Current liabilities									
Trade and other payables	4,232		4,307		4,783		4,786	4,911	
Other Creditors and Accruals	50		60						
Vagst payable	50		53		60		77	51	
Dividend Payable	457		433		243		383	128	
Bad Debts Provisions	0		3		4		3	23	
Provision for Income Tax	291		112		100		103	94	
	5,079		4,968		5,190		5,352	5,207	

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Total liabilities		5,281		5,391		5,680		5,753		5,577
Net Assets		1,599		2,250		2,384		2,524		2,652
EQUITY										
Capital and reserves										
Issued capital	500	500		500		500		500		500
Reserves	0	0		0		0		0		0
Retained Earnings	1,099	1,750		1,884		2,024		2,152		2,652
		1,599		2,250		2,384		2,524		2,652

7.2. Forecast Cash Flow Statements 2013-2015

SAMOAPOST - FORECAST CASH FLOW STATEMENT 2015-2017

(in thousands of currency units)	ACTUAL	FORECAST	PLAN	PROJECTIONS	
	2013	2014	2015	2016	2017
Cash flows from operating activities					
Cash receipts from customers	2,471	2,073	2,225	2,287	2,303
Cash paid to suppliers and employees	-1,883	-1,659	-1,856	-1,904	-1,954
Cash generated from operations	588	414	369	383	350
Interest payable	0	0	0	0	
Income taxes paid	-159	-112	-100	-103	-94
	-159	-112	-100	-103	-94
Cash flow from extraordinary items					
Net cash from operating activities	429	302	269	280	255
Cash flows from investing activities					
Purchase of property, plant and equipment	0	100	100	50	50
Interest Received from Fixed Deposits	188	169	152	137	123
Net cash from/(used in) investing activities	188	269	252	187	123
Cash flows from financing activities					
Proceeds from long term borrowings	0	0	0	0	0

Payment of finance lease liabilities	0	0	0	0	0	0
Dividends paid	-214	-151	-135	-140	-128	
Capital Provided		0	0	0		
	-214	-151	-135	-140	-128	-128
Net cash from/(used in) financing activities	403	420	387	327	251	251
Cash and cash equivalents						
at beginning of period	5,939	6,342	6,762	7,149	7,476	7,476
Cash and cash equivalents at end of period	6,342	6,762	7,149	7,476	7,727	7,727

7.4. Samoa Post Key Financial Indicators 2015-2017

	30-Jun-13 Actual	30-Jun-14 Forecast	30-Jun-15 Plan	30-Jun-16 Projections	30-Jun-17 Projections
KEY FINANCIAL MEASURES					
<i>Revenue:</i>	2,470.54	2,073.02	2,224.50	2,286.83	2,303.18
EBITDA (Gross Profit)	587.68	414.33	368.76	383.21	349.74
EBITDA (Gross Profit in %)	0.00	0.00	0.00	0.00	0.00
<i>Expenditure</i>	1,883.01	1,658.85	1,855.90	1,903.78	1,953.60
Net Profit Before Tax	587.52	414.17	368.60	383.05	349.58
Net Profit After Tax	428.89	302.34	269.08	279.62	255.19
Current Assets	6,694	7,451	7,931	8,013	8,229
Total Assets	6,880	7,641	8,065	8,277	8,229
Current Liabilities	5,079	4,968	5,190	5,352	5,207
Total Liabilities	5,281	5,391	5,680	5,753	5,577
Equity	27%	17%	14%	14%	12%
Profitability:					
Gross Profit %	24%	20%	17%	17%	15%
NPAT as % of sales	17%	15%	12%	12%	11%

Return on Equity	27%	17%	14%	14%	12%
Liquidity:					
Current Ratio	1.3 : 1	1.5 : 1	1.5 : 1	1.5 : 1	1.6 : 1
	30-Jun-13	30-Jun-14	30-Jun-15	30-Jun-16	30-Jun-17
KEY NON-FINANCIAL MEASURES	Actual	Forecast	Plan	Projection	
No. of SPO's	33	35	35	35	35
No. of CPO + DPO	1 + 5	1 + 5	1 + 5	1 + 5	1 + 5
No. of Occupied Post Boxes	2,600	2,034	2,134	2,240	2,352
Postal Volumes	212,997	174,658	143,219	117,440	96,301

8. Specific Projects and Support for Government Policies

8.1. Capacity Building for District Post Office

Samoa Post plans to renovate current District Post Offices at Tuasivi and Fagamalo. The investment will strengthen our capability for diversified services delivered in rural areas and according to our strategic plan for the cycle.

Building and staffing will be overhauled ensuring that our image, visibility and presence in the community, is a source of attraction for business partners for the provision of a variety of services from all Samoa Post outlets.

8.2. Purchase of Company vehicles

Samoa Post will renew its fleet during this cycle to replace our currently aged vehicles purchased under the Universal Postal Union Multi International Project in the year 2011. The renewal will avoid maintenance costs arising from aged vehicles and improve delivery performance of the company. The plan is to replace 3 vehicles in the year 2015 and the other 2 will be renewed in the year 2016.

The consecutive purchase reduces pressure on our cash flows if the five (5) vehicles are replaced at one time, and maximise potential returns from the tendering of the current aged vehicles.

9. Support for Government Policies

SamoaPost complies with all applicable laws and regulations governing businesses in Samoa, such as labour relations, ministry of works regulations, environmental laws etc. in addition to supporting many specific Government policies.

SamoaPost continue to focus on its core businesses with an eye towards the international e-commerce market, as stated in the Postal Act 2010. With these changes, Samoa Post capacity building continues to ensure the postal network, electronic network and its financial network is being strengthened to cater for the fast changing needs of our modern customers.

Samoa Post's physical network in both Savaii and Upolu, increases our peoples accessibility to a variety of utility payment, retail services and communication and postal services to all people of Samoa.

The company continue to expand our business partnerships for pension payments through SNPF, UTOS, National Bank of Samoa, Samoa Water Authority, Electric Power Corporation, Land Transport Authority, for diverse service offering to the rural community. Samoa Post network is the most cost effective international and domestic money transfer services, supporting government polices of service accessibility and cheaper financial services to our people.