

Swiss Post Needs Reorganization

World-class quality that is increasingly costly: the “yellow giant” needs a modern structure – one that builds on traditional strengths without crowding out private firms.

Situation

In 1998, the Post, Telephone, and Telegraph Authority (PTT) was split into two companies: Swiss Post and Swisscom. Swisscom was listed on the stock exchange the same year. Today, the partly privatized Swisscom is valued at CHF 30 billion.

Swiss Post, by contrast, remained fully state-owned – and now finds itself in a difficult position. Nearly 30 years later, political action is again required: to secure the future of Swiss Post, bold steps are necessary. Once again, the right approach is to break it up into separate business units.

From one to four



Swiss Post should concentrate on its core business : logistics. There are hardly any synergies between logistics, banking, and passenger transport. Furthermore, forays into digital markets are risky.

Facts

CHF -320 m

That is the loss Swiss Post incurred in digital services from 2021 through mid-2025. This is partly because the Federal Council set the wrong strategic parameters for Swiss Post in recent years.

■ World-class performance

In the Universal Postal Union ranking – which assesses relevance and reliability – Swiss Post has ranked first among 180 countries for the ninth year in a row. But the company is far more than its award-winning core business.

■ Controversial ventures

Mixing corporate management with political objectives is problematic. Beginning in 2011, Swiss Post built up the bike-sharing service PubliBike, then sold it in 2022. In 2024, Swiss Post purchased forests in eastern Germany for CHF 70 million to offset CO₂ emissions.

■ The alleged cash cow

PostFinance, as a state-owned bank, is prohibited from issuing loans. According to the federal government, long-term success is not possible under these conditions. An independent PostFinance could leverage its strengths far more effectively – like any other commercial bank.

■ Financing advantage

As a debtor, Swiss Post is rated five notches higher by S&P Global Ratings than it would be without state ownership (AA+ instead of A-). The corresponding interest advantage compared with a scenario without a government owner is at least one percentage point.

Recommendations

Swiss Post needs a **rigorous realignment around its core business**: the physical delivery of information and goods across Switzerland. Wherever it operates, it must not be held back by **outdated political requirements**. This, in turn, requires **a new governance framework** – one that sets clear boundaries for Swiss Post while

separating the close ties between politics, public administration, and the company. One essential boundary is to set **clear limits on expansion** into new markets, particularly where the state-owned group competes directly with private providers. **PostFinance and PostBus should also be spun off**, since they offer virtually no synergies with the core business.

