



DELIVERING A

**BETTER
TOMORROW**

TOGETHER!



CHARLES BREWER

Group Chief Executive Officer





2025

AT A GLANCE



POS
MALAYSIA

DELIVERING A

BETTER
TOMORROW
TOGETHER!



Evolving into a diversified logistics provider

Our Purpose: We are passionate about building trust to connect lives and businesses for a better tomorrow



1900

1957

1980s

2016

Today



Mail



Parcel



International



Parcel



Full



POSS Aviation



POSS Logistics



POSS Affluence



POSS Delivery



Data-POSS

**As the industry evolves, Pos Malaysia is advancing with it.
We have to be at the 'front of the wave'!**



Autonomous Vehicles

"Autonomous & Contactless"

- Autonomous vehicles and delivery pods
- Greener and cleaner
- Autonomous Mobile Robots (AMRs) navigate warehouses seamlessly
- And maybe, drones!



Autonomous vehicles in action



Robotics

"Automated & Predictive"

- Robotic sorters
- Load and unload
- Agent AI
- Predictive analytics
- Fleet and asset utilisation
- And much, much more



Robotics in action



Humanoids

"Smarter, Safer, Faster"

- Humanoids manage picking, packing, lifting, loading and unloading, and soon delivery
- Collaborative/ companion robots (co-bots) supporting tasks requiring precision



Humanoids in action

Outcome: Higher Productivity, Lower cost

Scaling AI across our core workflows — **Better Reliability, Faster Service, Lower Cost!**



Automating delivery and collection processes



AI enables us to provide improved customer service

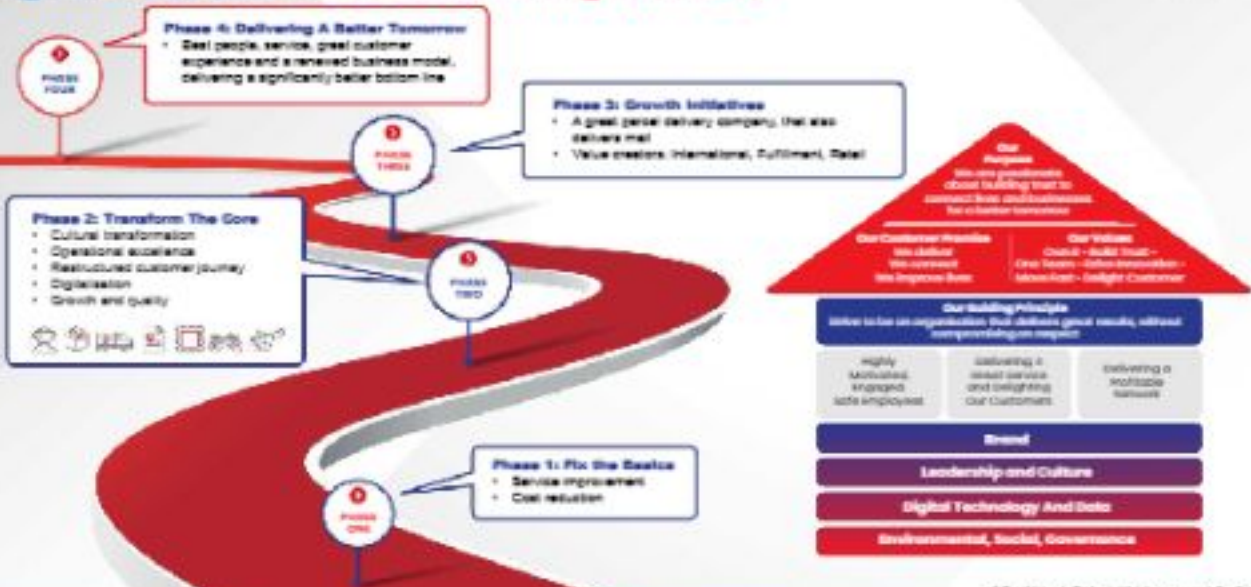


Predict demand patterns, helping us avoid service delays and maintain reliability



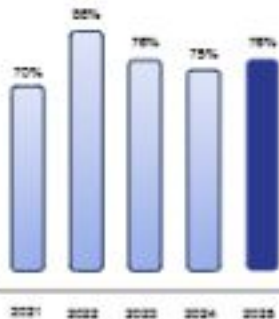
Driving improvements in our productivity and efficiency across the business

We embarked on a business transformation plan in August 2021 and are accelerating Phase 4



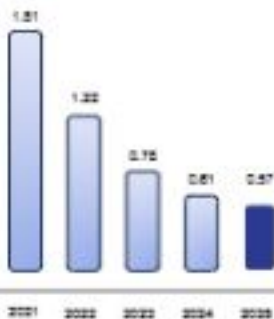
#1: Highly motivated, engaged and safe employees

Employee Engagement



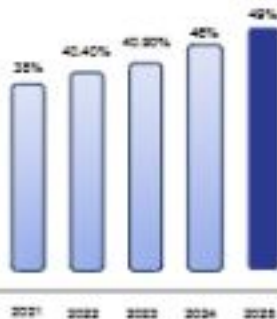
Source:
Pox Malaysia Employee Survey and Kijomae

Lost Time Injury Frequency Rate



Source:
Pox Malaysia OSH report

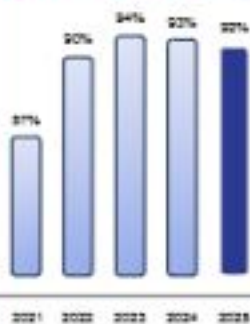
Women in Leadership



Source:
Pox Malaysia People Statistics

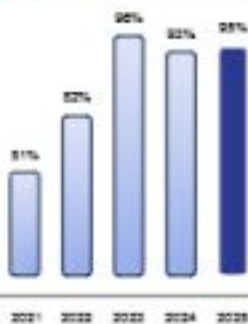
#2: Delivering a great service and delighting our customers

Parcel Next-Day Delivery Service Level



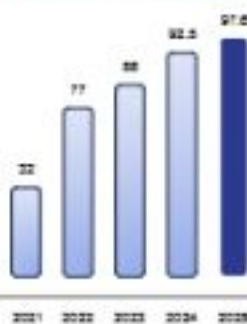
Source: Pos Malaysia Finance Malaysia

Mail Delivery Service Level



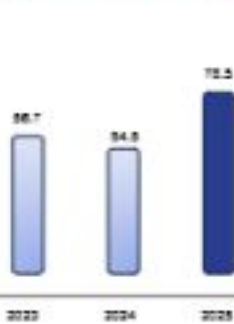
Source: Pos Malaysia Teal Letter Monitoring System (TLMS) Report

Retail Net Promoter Score



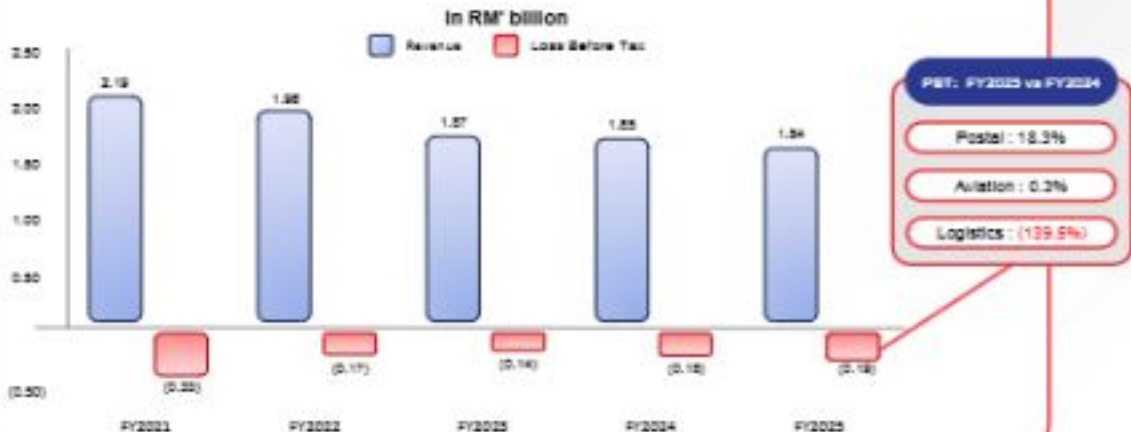
Source: Pos Malaysia Customer System

Delivery Net Promoter Score



Source: Pos Malaysia Customer System Note: Delivery NPS measurement commenced in April 2023

#3: Delivering a profitable network



In FY2025, postal performance showed improvement, while the Group's overall results were affected by business challenges in Pos Logistics

We continue to face significant structural headwinds

Mail and retail are structural and irreversible, parcel growth remains constrained by in-sourcing, masking and pricing pressure, and the cost to deliver the USO continue to rise

Mail



Source: UPU and France Vaseville 2022

- Mail volume decline driven by digital substitution
- And the cost to deliver continues to increase; increasing number of addresses to deliver too, labor cost

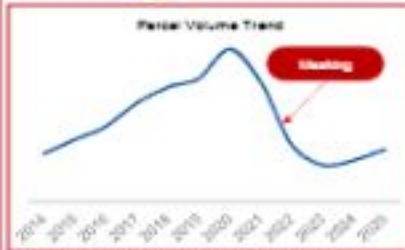
Retail



Source: CBRE (data available from 2018 onwards)

- Footfall decline driven by digital substitution and platform 'masking'
- And the cost to provide a physical footprint continues to increase; labor cost

Parcel



Source: ParcelKeele, Rajon 2022 and France Vaseville 2022

- Highly competitive with >100 licenses
- ~80% of parcels originate from three 'platforms', and ~70% of the 80% Insourced
- 'Platform' masking started in 2021
- Predatory pricing and declining yields

Structural challenges are global, but support frameworks differ

Postal Operators Reporting Losses & Profit Declines

Canada Post's Record \$1.57B Loss: What It Means for Your Mail, Your Bills, and Your Tax Dollars

Canada Post's record loss of \$1.57 billion in 2024 is a significant challenge for the postal operator. The loss is primarily driven by a 75% drop in net profit, which is a result of a combination of factors, including a decline in letter volumes and a decrease in the number of mailboxes. The loss is also a result of a decrease in the number of mailboxes, which is a result of a decline in letter volumes and a decrease in the number of mailboxes.

Australia Post's letter volumes continue to decline

Australia Post's letter volumes continue to decline, which is a significant challenge for the postal operator. The decline is primarily driven by a decrease in the number of mailboxes, which is a result of a decline in letter volumes and a decrease in the number of mailboxes.

Swiss Post profits sink despite parcels growth

Swiss Post's profits sink despite parcels growth, which is a significant challenge for the postal operator. The decline in profits is primarily driven by a decrease in the number of mailboxes, which is a result of a decline in letter volumes and a decrease in the number of mailboxes.

US Postal Service seeks reforms as it reports \$9 billion yearly loss

Regulators & Operators Driving Structural Reform

New postal law results in changes at PostNord Denmark

The transformation to restore and renew Canada's postal service is now underway. We're working hard for Canadians because they deserve a postal service that is strong, viable and fits their needs. The path forward is clear as we re-establish Canada Post as a vital institution focused on serving an evolving Canada.

New EU Delivery Act – EU to reform postal rules

Royal Mail to scrap second-class post on Saturdays

Swiss Post to Work with BfM in Ensuring Long-Term Sustainability of the Postal Services

Global Peers Receive Structured Government Support

Spain — Correos
€1.28bn paid in advance for 2011–2020 USD net cost.

France — La Poste
€200m paid by the State in 2024.

Poland — Poczta Polska
€200m per year paid (2019–2024).

Norway — Posten
€171m per year paid via national budget allocation for 2025.

Lithuania — Lietuvos paštas
€3.99m for 2022, paid in 2023 from state budget.

Croatia — Hrvatska pošta
€14.9m paid for 2024 (paid every year 2020–2024).

Czech Republic — Česká pošta
€61.9m paid for 2023, €20.9m for first half of 2024.

Source: Colten International

Our strategic response to our structural headwinds is progressing, with USO funding a priority



Mail:
Volume decline is structural



Retail:
Footfall decline is structural



Parcel:
Growth opportunity constrained by in-courtesy, marking and pricing



ADDRESSED ON TWO COORDINATED FRONT'S



Regulatory 'Asks'



MCMC
Secure USO funding and PSA/ PSC reform



MCMC
Mandated floor pricing to protect sustainable parcel economics



MyCC
Address unmarking and self-preferencing in the parcel market

New Business Models



Network Optimisation
Merging Mail and Parcel operations



Mail Delivery
Delivering mail on alternate days



Retail Network
Building a retail agent network

The immediate priority is to secure USO funding and an appropriate PSA framework for 'tomorrow'

2026 Outlook: Positioned to Be Better

Group Revenue VS PBT/(LBT)
RM 'million



2026 - Delivering a Better Tomorrow - Together!



We have a clear plan and are making steady progress



Our focus remains on sustainable profitability and long-term shareholder value creation



We are re-modelling our network, leveraging tomorrow's capabilities today



We remain committed to our ESG priorities and Net Zero pathway

Thank You

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