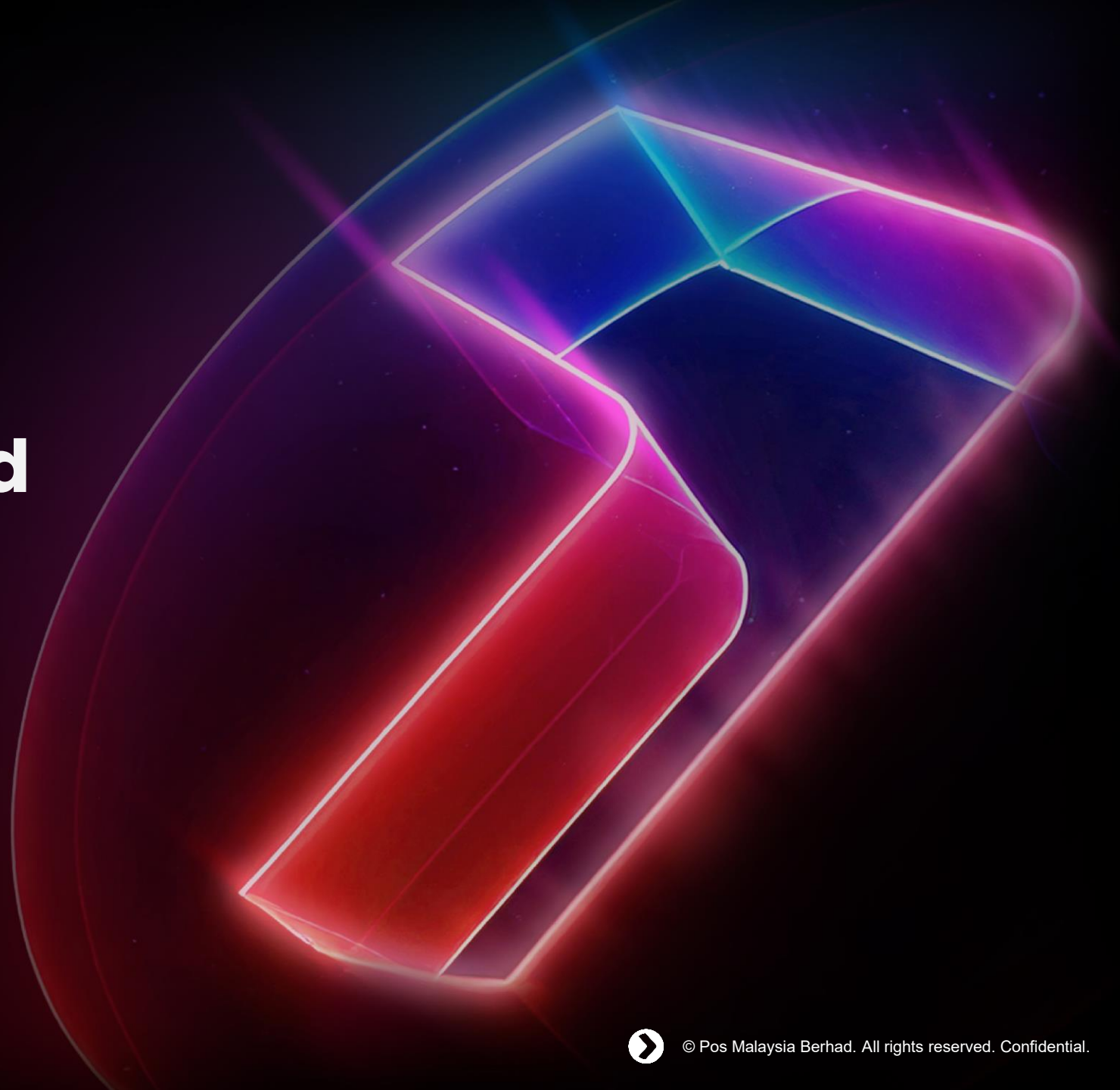




FOR A BETTER
TOMORROW

Pos Malaysia Berhad 33rd Annual General Meeting

26 May 2025, Monday



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FOR A BETTER
TOMORROW

CHARLES BREWER

Group Chief Executive Officer



2024 AT A GLANCE



Macroeconomics and Market Trends

- Economic growth moderating amid external headwinds
- Inflationary and monetary policy
- External trade and currency dynamics
- Structural challenges and opportunities



Group Financial Highlights

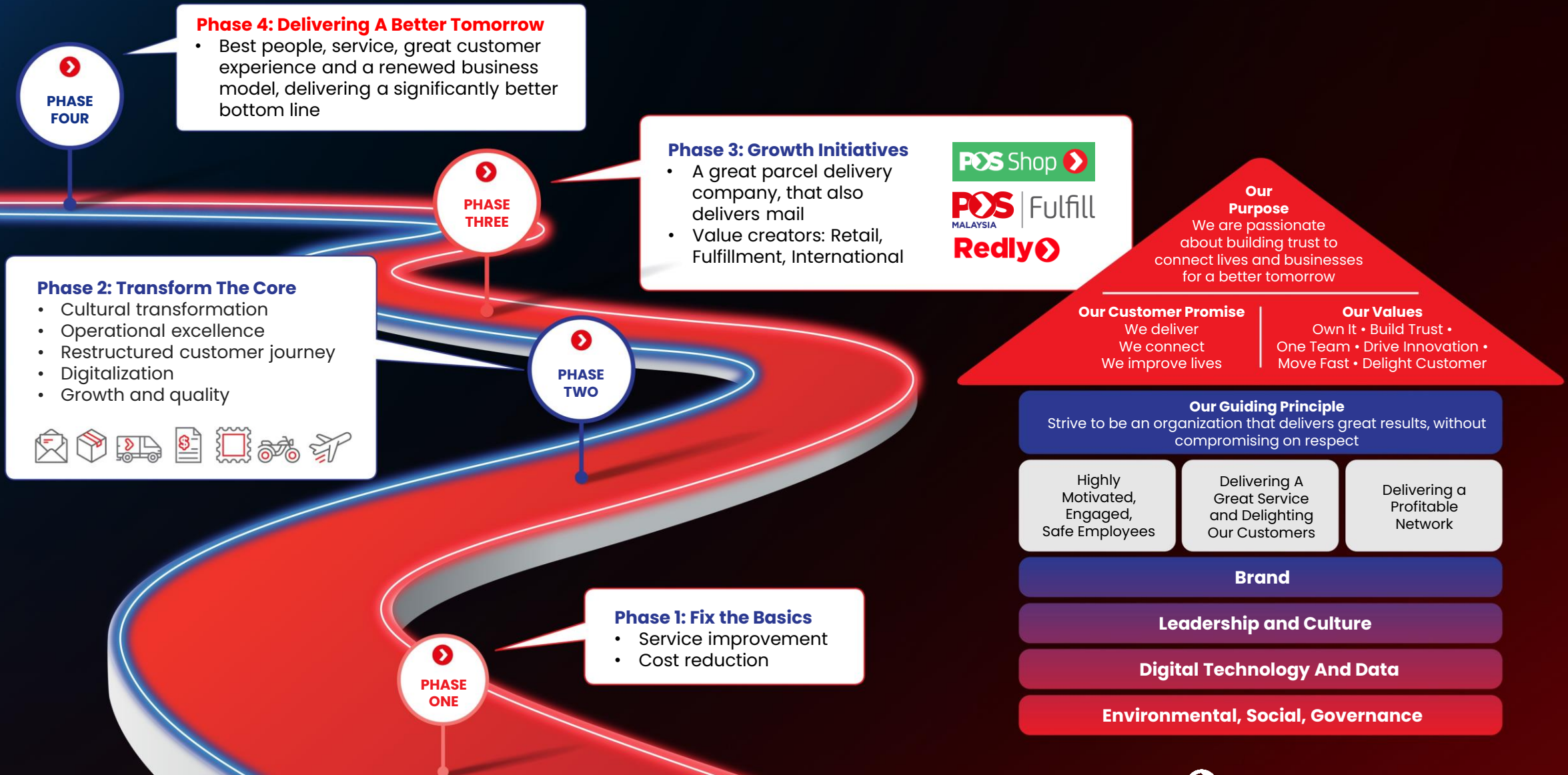
FY2024

RM 'billion	FY2024
Group Revenue	1.85
Postal	1.03
Logistics	0.26
Aviation	0.37
Others	0.19
Group Loss Before Tax	(0.18)

Source: Pos Malaysia Annual Report 2024



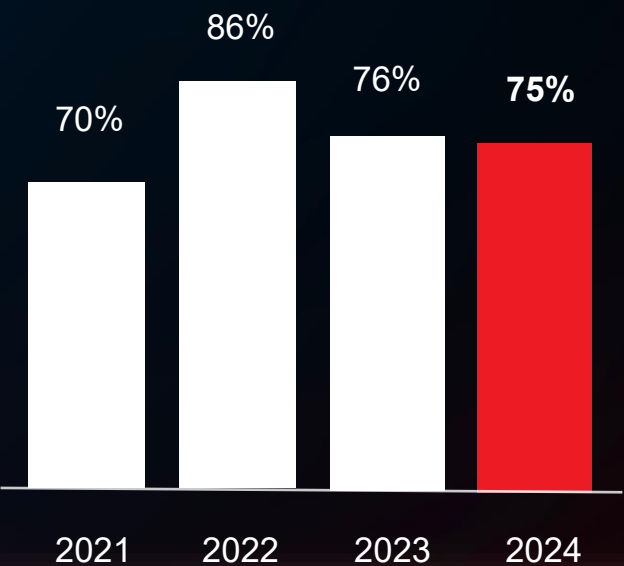
Our transformation roadmap



#1: Highly motivated, engaged and safe employees

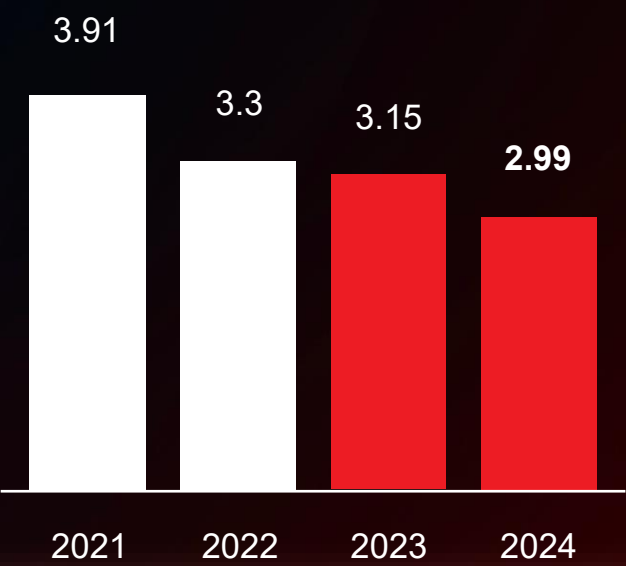


Employee Engagement



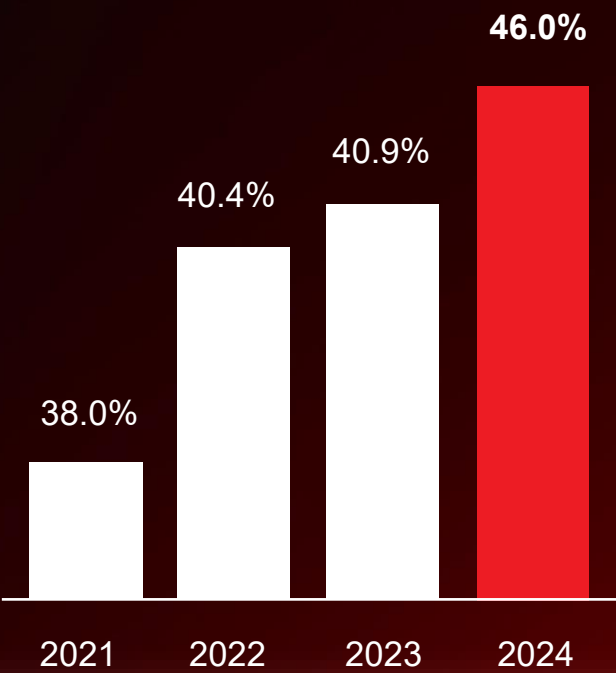
Source: Pos Malaysia Employee Survey and Kyzense

Lost Time Injury Frequency Rate



Source: Pos Malaysia OSH report

Women in Leadership



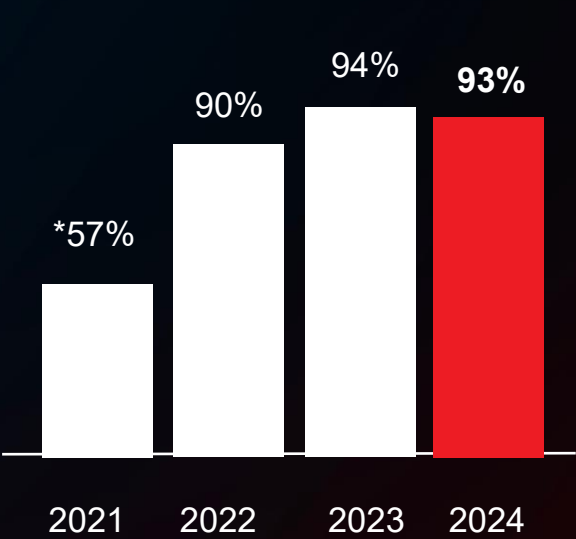
Source: Pos Malaysia People Statistics



#2: Delivering a great service and delighting our customers



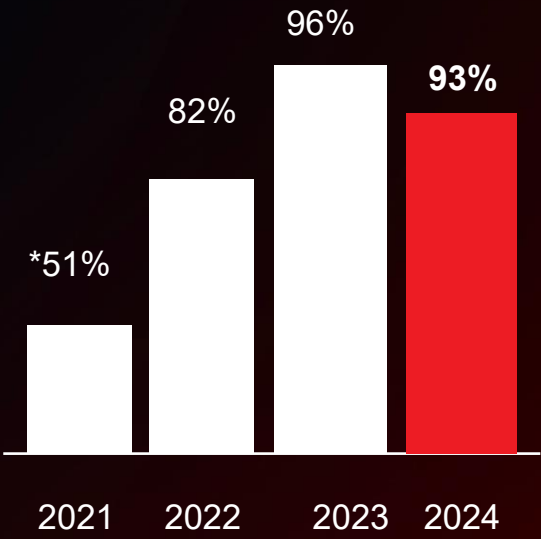
Parcel Service Level



*Aug 2021

Source: Pos Malaysia Finance Masterfile

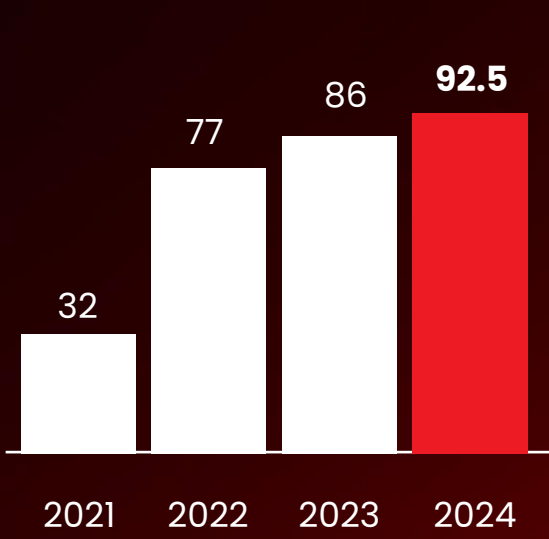
Mail Service Level



*Aug 2021

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

Retail Net Promoter Score

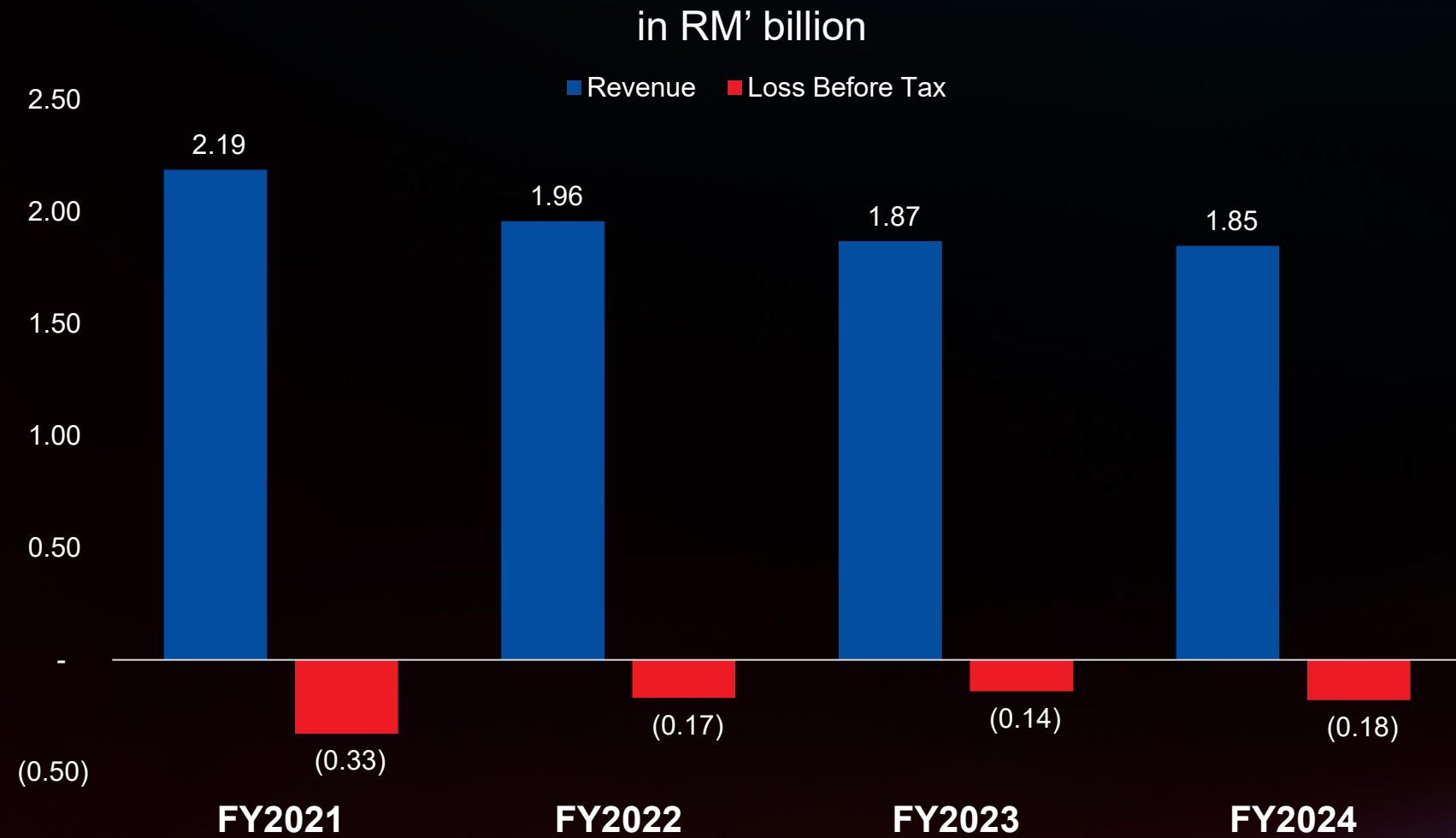


Source: Pos Malaysia Qualtrics System



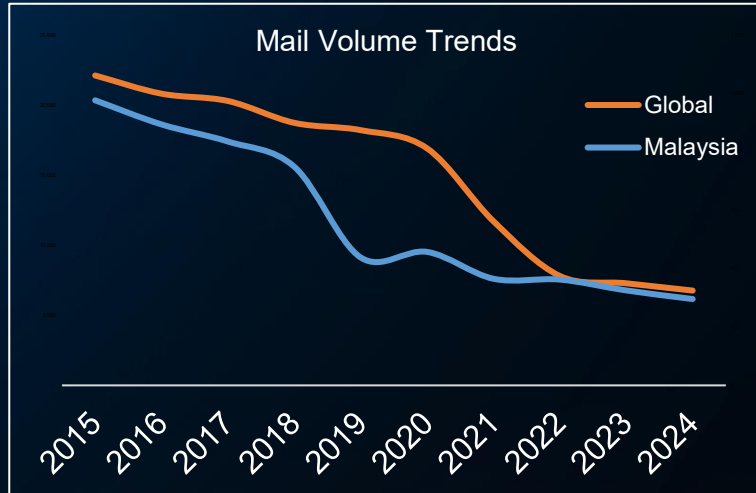
#3: Delivering a profitable network

Despite our efforts, the transformation plan has yet to deliver the financial results we expect



So, what is fundamentally the problem

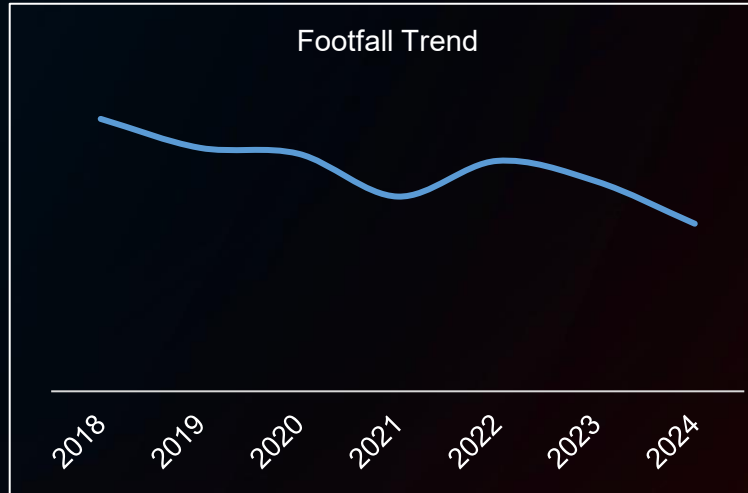
Mail



- Declining mail, digital substitution
- Increasing addresses, less density
- USO mandate to deliver everywhere
- Increasing labor costs

Source: UPU report and Pos Malaysia Annual Report 2024

Retail

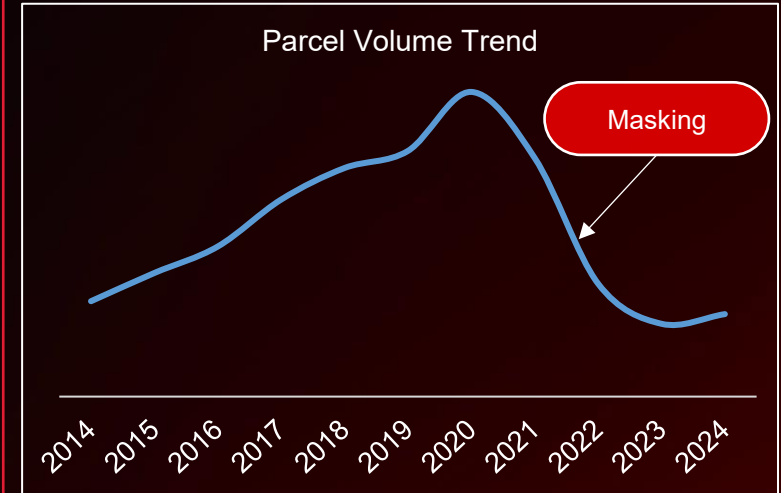


- Declining footfall, digital substitution
- USO mandate >1,000 touchpoints
- Increasing labor costs

Source: QMS.

Note: QMS footfall data available from 2018 onwards

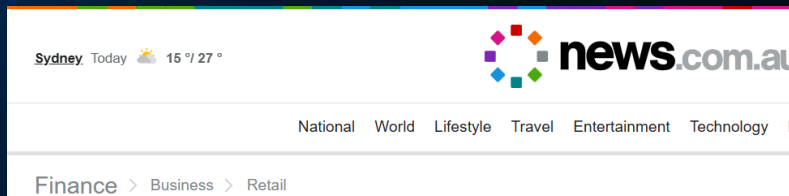
Parcel



- Highly competitive with >100 licenses
- 67% of parcels from 'platforms', and 70% of the 67% insourced
- 'Platform' masking
- Declining yields

Source: Kearney Report and Pos Malaysia Annual Report 2024

Our challenges are not unique, Postal Operators around the world are facing the same..



Australia Post proposes to increase basic postage stamp prices to curb financial loss

With less and less Aussies sending letters by mail, Australia Post is hoping to increase stamp prices in an effort to curb its financial losses.



Postal Mail Volume Decreases in Japan by 45% in Just Over Two Decades

Economy | Society Feb 26, 2024

Increases
turn of

Budget 2020: Govt injects \$280m into NZ Post as service 'no longer commercially viable'

THE STRAITS TIMES

BUSINESS

LOG IN SUBSCRIBE

SINGAPORE – Mail deliveries could be under threat amid a wide-ranging review by Singapore Post that will put the loss-making division under the microscope.

The review comes as the post and parcel unit reported its first-ever annual loss, an outcome that is expected to continue given the decline in consumers using mail services.

SingPost group chief executive Vincent Phang told a results briefing on Thursday that the review had only just begun, and he could not predict how long it would take.



Canada Post

<https://www.canadapost-postescanada.ca/news-release>

New repayable funding from the Government of Canada

24 Jan 2025 — The Government of Canada has informed Canada Post that it is providing funding of up to \$1.034 billion available to the Corporation through the ...

BBC

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Denmark postal service to stop delivering letters

6 March 2025

Adrienne Murray & Paul Kirby
in Copenhagen & London



PREMIUM CONTENT

Jofie Jordan · 59m ago · 6 min read

J&T's race to the bottom in SEA logistics sparks backlash



Home > About Us > News Releases > Postage Rates to Increase Amid Rapidly Rising Costs and Declining Mail Volumes

NEWS RELEASES | 19 September 2023

Postage Rates to Increase Amid Rapidly Rising Costs and Declining Mail Volumes

Share to: f in e

Domestic Postage Rates to Increase by 20 Cents

SINGAPORE, 19 September 2023 – Singapore Post Limited ("SingPost" or the "Group") today announced that the rate for standard regular mail will be increased by 20 cents to 51 cents, up from the current 31 cents to reflect the escalating costs of maintaining the postal service. The new rates are effective 9 October 2023. The last significant rate increment was nine years ago in 2014 when postage increased from 22 cents to 30 cents.

KPPU Investigates Alleged Monopoly of Delivery Services on E-commerce

February 06, 2024, 09:21 PM | Reporter: Wendy Yulia Susanto



Subscriber resources

The Connexion
FRENCH NEWS IN ENGLISH SINCE 2002

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La Poste told to look at stopping six-days-a-week post deliveries in France

The postal service's business model needs to

Singapore

Government may allow SingPost to raise postage rates in order to remain viable

Senior Minister of State for Communications and Information Tan Kiat How said IMDA will work further with SingPost on a "fundamental review" of the future of Singapore's postal service, given the rise of logistics and e-commerce players.



The Singapore Post sign at a post office in Singapore. (File photo: Reuters/Thomas White)

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And the current Malaysian domestic parcel market is unsustainable..

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ASK EDGE BURSA SGX Stock Name

Home > GDEX's net loss widens to RM8.2 mil in 3Q

Corporate Malaysia

GDEX's net loss widens to RM8.2 mil in 3Q

By Anis Hazim / theedgemaalaysia.com 27 Nov 2023, 09:12 pm

HongLeong Asset Management
Hong Leong Dividend Fund



KUALA LUMPUR (Nov 27): GDEX Bhd's net loss widened by 24.19% to RM8.16 million or 0.14 sen per share in the third quarter ended Sept 30, 2023 (3QFY2023), from RM6.57 million or 0.12 sen per share reported a year earlier, amid a weaker showing by its logistics business.

Revenue, however, rose 6.13% to RM101.11 million from RM95.28 million in 3QFY2022, fuelled by the express delivery and information technology segment, according to the logistics and express carrier's bourse filing.

THE EDGE
CEOMORNINGBRIEF

UNION-UNION ANCHORSPELL SELL 5.99% KIB STAKE FOR RM27.5 MIL, CEASES TO BE MAJOR SHAREHOLDER p6

THE EDGE
CEOMORNINGBRIEF

Nationwide Express to cease operations after 37 years

Singapore's Temasek to write down over US\$200 mil in FTX

Report on Page 11

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www.nationwide.com.my

NEW STRAITS TIMES **BT**

BUSINESS

CJ Century Logistics disposes loss-making courier unit for RM7.47mil

By Farah Adilla
June 4, 2021 @ 6:54pm



ing environment of the company's
has been challenging due to stiff
courier logistics service providers and the

PREMIUM CONTENT ⓘ



Simon Huang · 24 Mar 2023 · 4 min read

Challenging times ahead for Ninja Van as losses spike and growth slows

So, what are we doing to address the fundamental business challenges?



Regulatory: MCMC on USO reform



Regulatory: AMEC and MyCC on 'unmasking'



Regulatory: Mandated approach to 'floor pricing'



Renewed business model

*MCMC: Malaysian Communications and Multimedia Commission

USO: Universal Service Obligation

AMEC: Association of Malaysian Express Carriers

MyCC: Malaysia Competition Commission

We are delivering for a better and more sustainable tomorrow



1,382 EV vehicles



15% less emissions per vehicle



17 premises installed with solar PV



366 tonnes of operational waste recycled



65% of flyers are of recycled content



2025, focus and change for a better tomorrow



Continue to strengthen our core



Developing new profitable revenue streams



Digital by default



Business optimisation



Drive regulatory change





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THANK YOU



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