

TERMS OF REFERENCE OF BOARD DIGITAL-FIRST COMMITTEE

1. COMPOSITION

- 1.1. The Board Digital-First Committee (“**BDC**” or “**the Committee**”) shall be formed by the Board of Directors of the Company (“**Board**”) and the Committee members shall be appointed by the Board from amongst the Board members.
- 1.2. The functions and authority of the Committee extend to Pos Malaysia Berhad (“**Pos Malaysia**” or “**the Company**”) and all its subsidiaries as well as joint venture and associate companies where management responsibility is vested on Pos Malaysia or subsidiaries of Pos Malaysia (collectively referred to as the “**Group**”).
- 1.3. The members of the Committee shall be appointed by the Board and shall consist of not less than two (2) Board members.
- 1.4. The appointment of a Committee member terminates when the member ceases to be a director or as determined by the Board, or ceases to hold the relevant Management position.
- 1.5. The Committee shall be dissolved upon recommendation and decision of the Board.

2. MANDATE & STRATEGIC PURPOSE

- 2.1 The AI Acceleration and Digital Transformation Sub-Board is established by the main Board of Pos Malaysia to provide focused leadership, strategic oversight, and acceleration in the adoption of Artificial Intelligence (AI) and other emerging technologies.
- 2.2 The primary mandate is to ensure that Pos Malaysia not only keeps pace with digital disruption but becomes a leader in an AI-driven post, parcel, airport and logistics core business, thereby securing long-term growth, operational excellence, and enhanced customer value in the markets it operates in.

3. **AUTHORITY**

- 3.1 The Committee has the authority to carry out the functions as stated in its Terms of Reference (“TOR”).
- 3.2 The Committee shall have the authority to advise Management on contracts and/or the matters related to digital, as set out in the Company’s Limits of Authority (“LOA”).
- 3.3 In the event the authority limits of the Committee under the Company’s LOA are amended, modified or varied by the Board from time to time, such amendments, modifications or variations shall be deemed to be inserted herein whereupon the TOR shall be read and construed subject to and in accordance with the said approved amendments, modifications or variations.
- 3.4 The Committee, wherever necessary and reasonable for the performance of its duties, shall in accordance with the same procedures adopted by the Board:-
 - (i) Have full and unrestricted access to any employee and information pertaining to the Group; and
 - (ii) Be able to engage independent professional advisers/consultants and to secure attendance of outsiders with relevant experience and expertise if it considers this necessary.

4. **FUNCTIONS AND DUTIES**

The Committee shall provide:-

4.1 **Strategic Direction**

- (i) **Digital Strategy & Transformation:** Review, deliberate and recommend the refreshed digital transformation strategy and roadmap to the main Board. to ensure its alignment with the Group’s Corporate Strategy and direction; Challenge existing business models and champion the development of new digitally native services that redefine the role of Pos Malaysia.

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- (ii) **AI Acceleration Roadmap:** Formulate and endorse a Group wide, holistic and value-driven AI roadmap which delivers the highest impact business outcomes. This includes developing the necessary Digital, Data & Technology foundations to enable AI adoption and benefits realization.
 - (iii) **Trends:** Review on annual basis key emerging Digital trends that may affect the Group's strategic plans, including potential significant changes to those trends.
 - (iv) **Technology Investment:** Review, deliberate and thereafter recommend to the Board for approval proposals made by Management on the Group's flagship Digital & AI related projects line with the Company's LOA.
 - (v) **Business Case:** Review and assess the business case of the Group's Digital/AI related projects and their costing to ensure that proper decisions are made on the related investments and projects.
 - (vi) **Data Monetisation:** Establish a data monetisation framework to identify, protect, and ethically leverage proprietary data assets in order to generate revenue through new product offerings, insights, and strategic data-sharing partnerships.
 - (vii) **Policies:** Review and approve Digital/AI related policies or recommend such policies to the Board for approval, as appropriate.

4.2 Performance Monitoring and Reporting

- (i) **KPI Tracking:** Review and approve the key performance indicators (KPIs) and metrics used to track the progress and benefit realisation of the Digital Strategy and AI initiatives.
- (ii) **Programme Health:** Review significant issues affecting delivery of the Group's Technology strategic projects and thereafter make the necessary recommendations to the Board on action plans to address and mitigate the same.
- (iii) **Reporting:** Receive reports from Management concerning the development and performance of the Group's Digital/AI projects.
- (iv) **Risk:** Review all Digital/AI related risks and the necessary risk assessment and risk mitigation plans proposed by Management.

4.3 Governance, Risk, and Compliance

- (i) **AI Governance Framework:** Develop and implement a framework for the ethical, responsible and secure use of AI.
- (ii) **Data Foundations:** Review the Group Data & Analytics governance to ensure robust Data Foundations such as data quality, data governance and centralisation (Data Lake/Platform) are sufficient to support high-fidelity AI/ML models and data monetisation opportunities.
- (iii) **Cyber Resilience:** Ensure robust cybersecurity mechanisms and frameworks are in place to elevate the security posture through (and from) next generation technology (such as AI driven threat intelligence and cloud security).

5. MEETINGS AND PROCEDURES

- 5.1 Meetings of the Committee shall be held as and when requested by any member of the Committee.
- 5.2 Attendance of a meeting may be by being present in person or by participating via video-conferencing or tele-conferencing.
- 5.3 The quorum for a meeting of the Committee shall be two (2) members, present in person or by telephone or other telecommunication device that permits all persons participating in the meeting to speak and hear each other.
- 5.4 In the absence of the Chairman, the members present shall elect a Director from amongst the members present to be chairman of the meeting.
- 5.5 Group Chief Executive Officer (GCEO) and the Group Chief Digital Officer (GCDO) shall be the permanent invitees, or any other person as may be decided by the Committee.
- 5.6 Any matter to be voted upon shall be decided by a majority of the votes cast on the question. In the case of an equality of votes, the Chairman of the Committee shall have a casting vote.

- 5.7 The Committee may invite other Directors, members of Management, counsels and consultants as applicable to participate in Committee meetings, as and when necessary.
- 5.8 A Committee member shall disclose/declare any conflict of interest situation and shall abstain from voting on the resolution which may give rise to an actual or perceived conflict of interest situation.
- 5.9 The Secretary of the Committee shall be the Company Secretary of the Company or any other person as the Committee may decide.
- 5.10 The Committee meeting agendas shall be the responsibility of the Committee Chairman with input from the Committee members. The Chairman may also ask Management and others to participate in this process.
- 5.11 Unless a meeting is called on short notice, the agenda and meeting papers for each meeting shall be circulated at least five (5) calendar days before each meeting to the Committee members and all those who are required to attend the meeting. Written materials including information requested by the Committee from Management shall be circulated together with the agenda for the meetings.
- 5.12 The Committee shall cause minutes to be duly entered in the books provided for the purpose of all resolutions and proceedings of all meetings of the Committee. Such minutes shall be signed by the Chairman of the meeting at which the proceedings were held or by the Chairman of the next succeeding meeting and if so signed, shall be conclusive evidence without any further proof of the facts thereon stated. The minutes of Committee meetings shall be available to all Board members.
- 5.13 The Committee, through its Chairman, shall report matters that are deliberated at Committee meeting and make the necessary recommendations (if necessary) to the Board for the Board's deliberation and decision.
- 5.14 The Chairman of the BDC shall be available to answer any questions regarding the BDC, at the general meetings of the Company.

6 CIRCULAR RESOLUTION

A resolution in writing signed by all members shall be valid and effectual as if it had been passed at a meeting of the BDC. All such resolutions shall be described as “Board Digital Committee Circular Resolutions” and shall be forwarded or otherwise delivered to the Company Secretary without delay and shall be recorded by the Company Secretary in the minutes book. Any such resolution may consist of several documents in the like forms, each signed by one (1) or more members. The expressions “in writing” or “signed” include approvals by legible confirmed transmissions by facsimile or other forms of electronic communications.

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