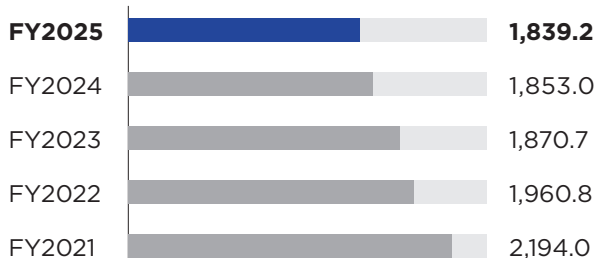


5-Year Group Financial Highlights

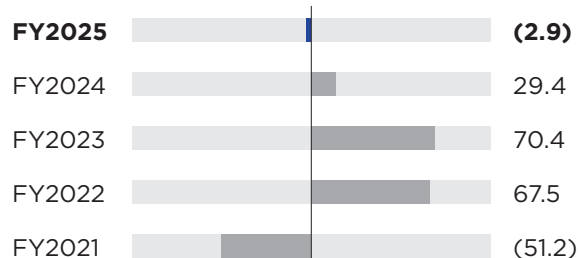
REVENUE

(RM MILLION)



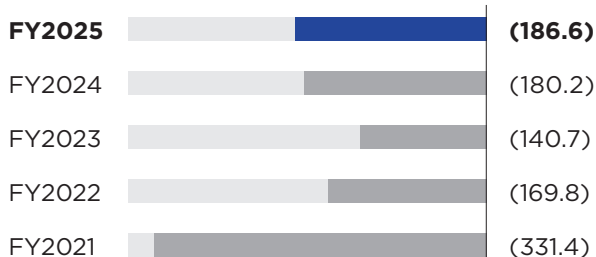
EBITDA

(RM MILLION)



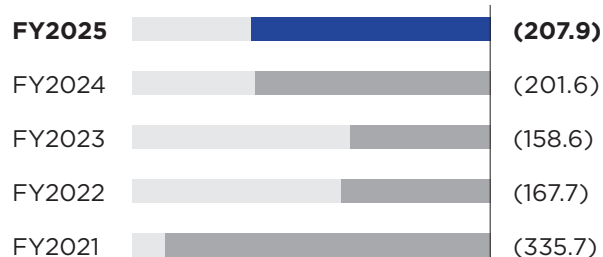
PROFIT/(LOSS) BEFORE TAX

(RM MILLION)



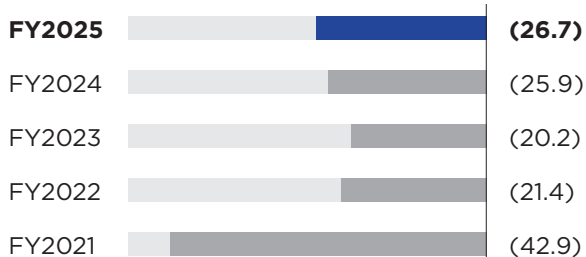
PROFIT/(LOSS) AFTER TAX

(RM MILLION)



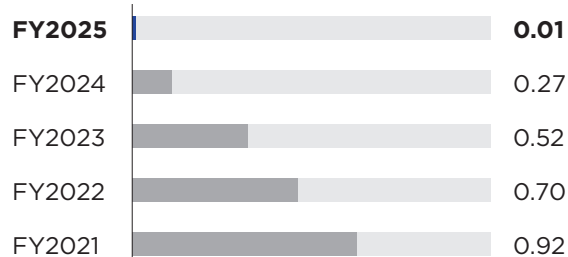
EARNINGS/(LOSS) PER SHARE

(SEN)



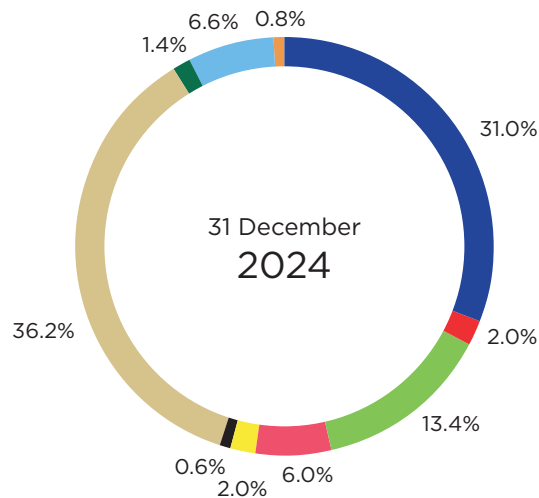
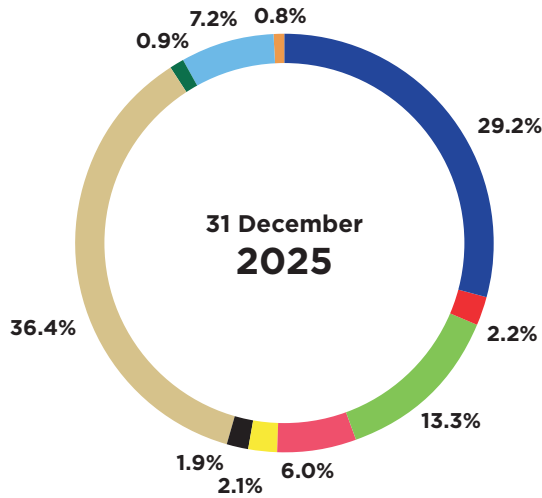
NET TANGIBLE ASSET PER SHARE

(RM)



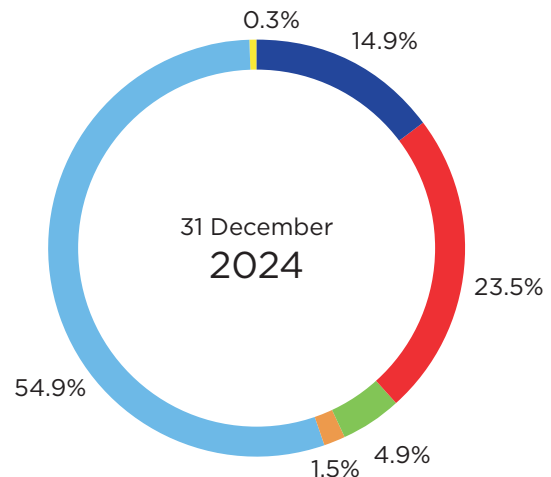
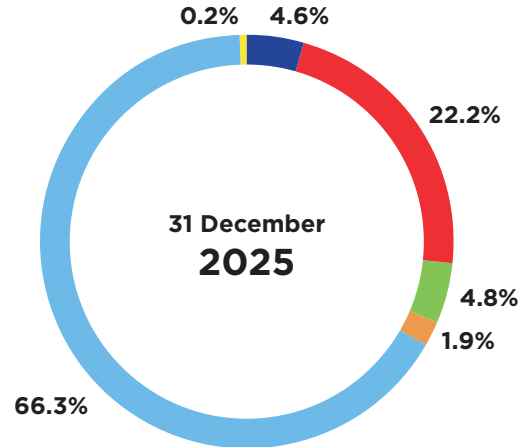
Simplified Statement of Financial Position

ASSETS



- Property, plant and equipment
- Investment properties
- Right-of-use assets
- Intangible assets
- Investments in associates
- Other investments
- Trade and other receivables
- Prepayment
- Cash and cash equivalents
- Other assets

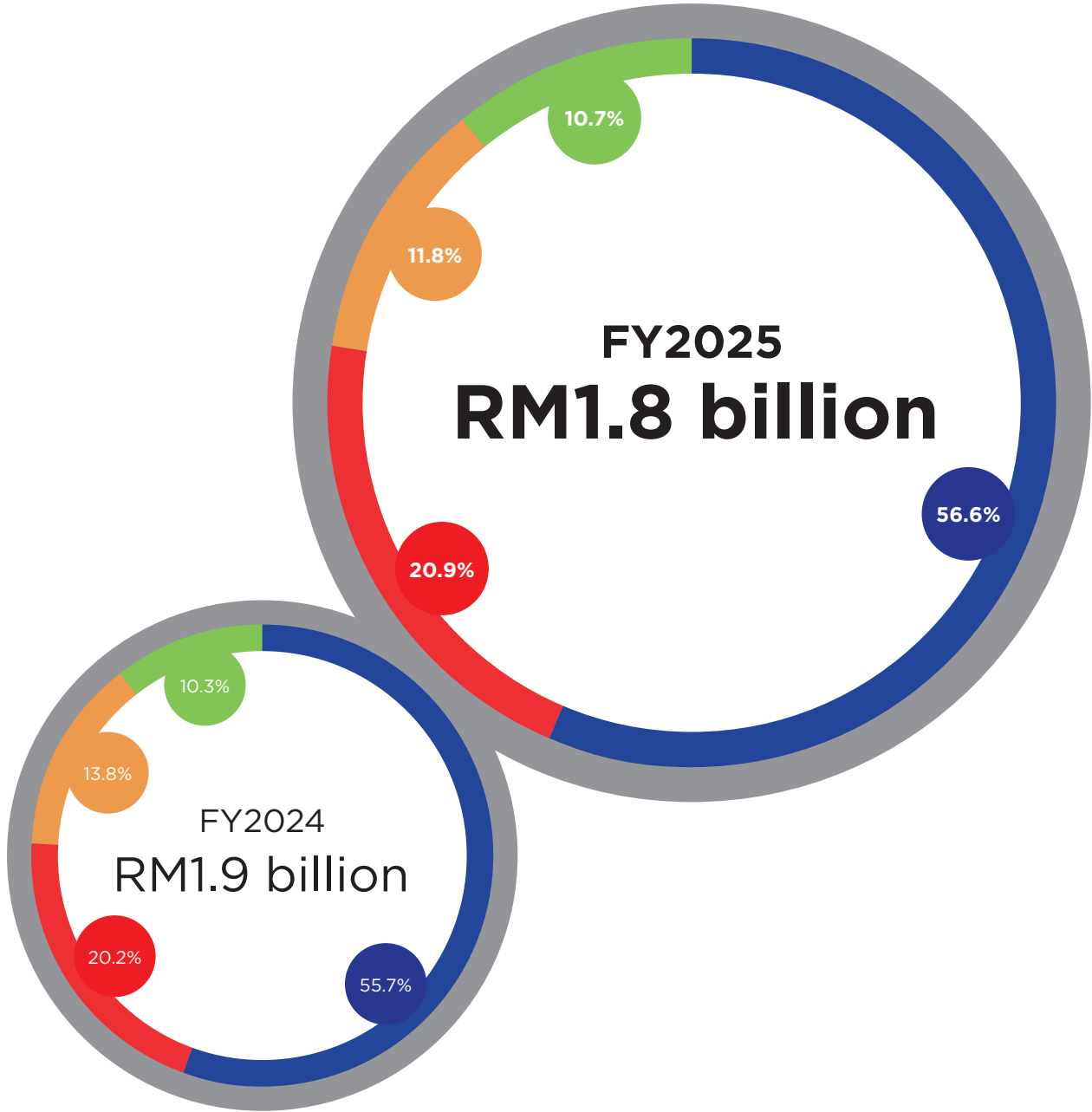
LIABILITIES AND SHAREHOLDERS' EQUITY



- Equity
- Loans and borrowings
- Lease liabilities
- Deferred tax liabilities
- Trade and other payables
- Other liabilities

Segmental Analysis

TOTAL REVENUE



● Postal Segment ● Aviation Segment ● Logistics Segment ● Other Segments

Statement of Value Added and Value Distributed

	2024 RM million	2025 RM million
VALUE ADDED		
Revenue	1,853.0	1,839.2
Purchase of goods and services	(1,457.6)	(1,630.6)
Value added by the Group	395.4	208.6
Other operating income/expense (net)	32.7	(5.9)
Finance income	1.3	1.2
Finance cost	(48.5)	(56.8)
Foreign exchange loss	3.2	5.8
Share of results of associate	0.1	-
Value added available for distribution	384.2	152.9
DISTRIBUTION		
To employees		
Employment cost	980.5	995.5
To government/approved agencies		
Tax and zakat	23.1	22.4
To shareholders		
Dividends	-	-
Non-controlling interests	(1.1)	(1.3)
Retained for reinvestment and future growth		
Depreciation, impairment and amortisation	166.5	130.3
Net reduction in retained profits	(784.8)	(994.0)
Total distributed	384.2	152.9

Financial Calendar

FY2025

21 MAY 2025

Announcement of the unaudited consolidated results for the 1st quarter ended 31 March 2025

21 AUG 2025

Announcement of the unaudited consolidated results for the 2nd quarter ended 30 June 2025

19 NOV 2025

Announcement of the unaudited consolidated results for the 3rd quarter ended 30 September 2025

23 FEB 2026

Announcement of the unaudited consolidated results for the 4th quarter ended 31 December 2025

23 APR 2026

Issuance of the 34th AGM Notice and Circular to Shareholders

22 MAY 2026

34th AGM of the Company

Investor Relations Report

Pos Malaysia is fully committed to transparent and consistent engagement with the investment community, recognising its importance in upholding strong corporate governance practices. All corporate communications, including quarterly and annual results as well as Bursa Malaysia announcements, are made available on our corporate website to ensure timely and accurate dissemination of information.

Annual Report and Corporate Governance Reports	Annual General Meeting (AGM)	Extraordinary General Meeting (EGM)	Corporate Website
25 April 2025	26 May 2025	11 July 2025	www.pos.com.my
	Hybrid format (Physical + Virtual) Board and Management engagement with shareholders	Resolution on RRPT mandate — 98% approval from eligible shareholders present and voting	Central platform for all disclosures

QUARTERLY FINANCIAL RESULTS

1st Quarter

21 May 2025

2nd Quarter

21 August 2025

3rd Quarter

19 November 2025

4th Quarter

23 February 2026

Includes:

- Bursa Malaysia announcements
- Media releases on financial results

INVESTOR ENGAGEMENT APPROACH



Financial results announcements via Bursa Malaysia



Active shareholder engagement during AGM



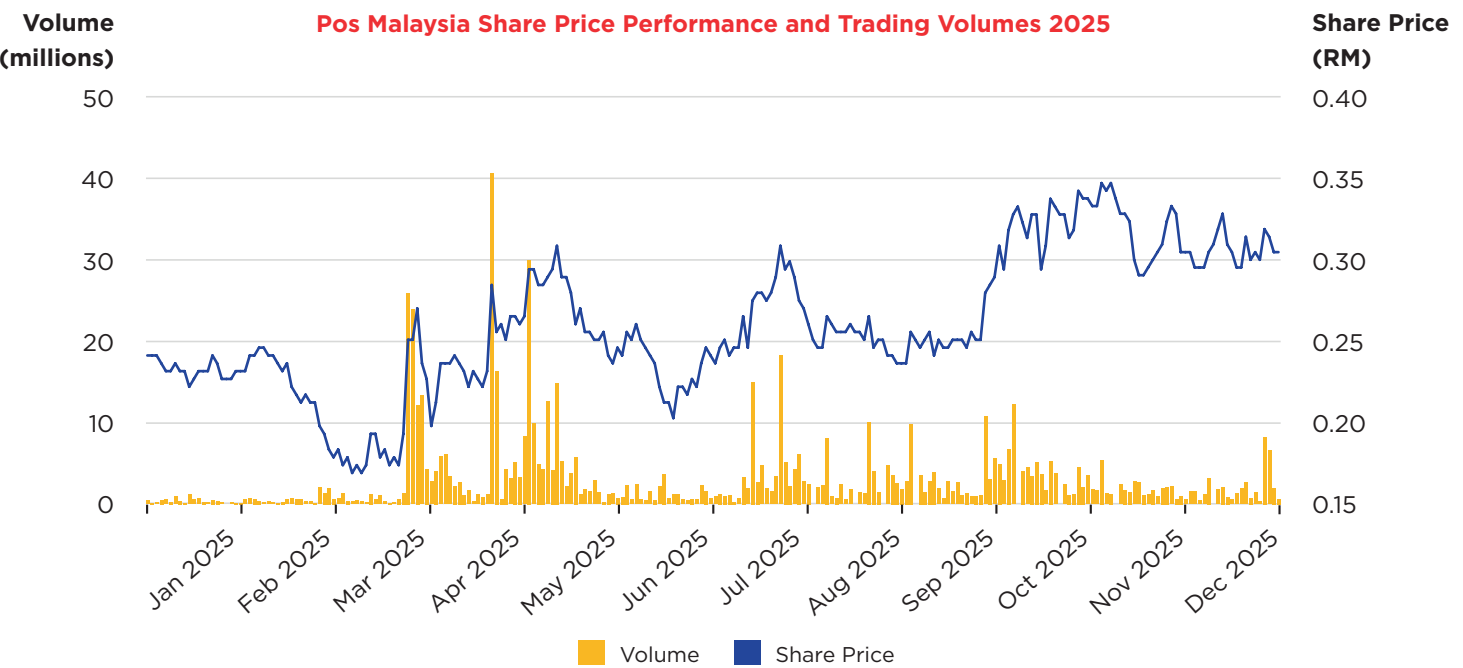
Direct interaction with Board, CEO and CFO



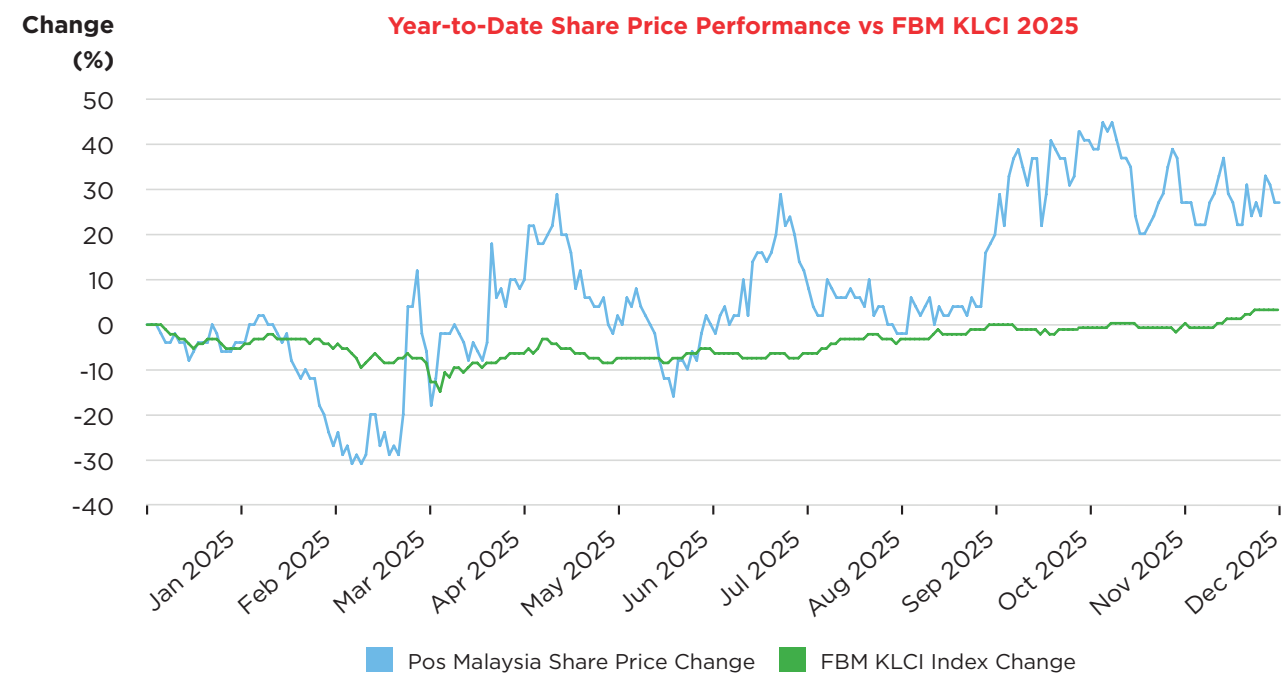
Continuous and timely disclosure of material information

Pos Malaysia will continue to enhance its investor relations (IR) efforts and remain committed to communicating material information accurately, consistently and on a timely basis, in line with IR best practices and Bursa Malaysia's Listing Requirements.

Share Price Movement



2025												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Total Monthly Volume	8,134,800	10,425,000	61,433,400	126,973,900	123,023,300	23,379,800	80,857,300	53,260,800	41,419,100	88,925,700	37,892,600	40,636,200
Month-End Closing Price	0.235	0.195	0.255	0.270	0.260	0.230	0.280	0.240	0.255	0.345	0.335	0.310



Business Review

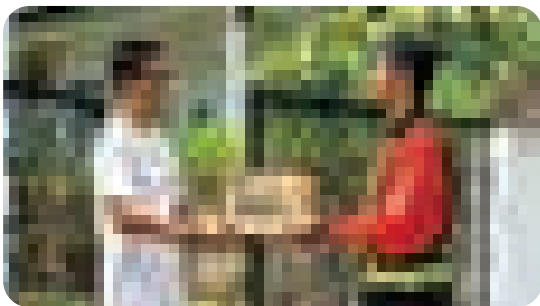


Postal

OVERVIEW

In 2025, Pos Malaysia's Postal Segment continued its structural realignment across Mail, Courier, Retail, and International businesses. The Mail segment experienced a downturn in volumes as more customers migrated to digital alternatives. However, the financial impact of this transition was lessened by carefully calibrated pricing strategies and the robust performance of Mel Plus, which played a pivotal role in offsetting the decline in traditional mail volumes.

The Courier business achieved consistent revenue and parcel growth, driven by disciplined margin management, stronger partnerships with e-commerce platforms and small and medium-sized enterprises, and expansion of value-added services. Further enhancements in pricing flexibility, delivery payment options, and digital touchpoints improved customer convenience and engagement.



Segment

Retail operations maintained steady contributions, underpinned by greater service accessibility, optimised network operations, and digital-led service enhancements. These measures advanced customer engagement and improved long-term loyalty, reinforcing the segment's value proposition for sustained growth.

Meanwhile, international operations entered a more decisive phase of transformation. This was marked by the consolidation of products under Redly Pos Malaysia International, enhanced regulatory compliance, and diversification of delivery routes to reduce the risk of network disruptions. Collectively, these efforts helped to establish a more resilient platform for future growth.



SEGMENT FINANCIALS

Business Segments

	FY2025		FY2024	
	Revenue (RM million)	Volume	Revenue (RM million)	Volume
 Mail	532.29	268.98 million	540.07	295.53 million
 Retail	135.64	36.27 million transactions	134.01	36.17 million transactions
 Courier	268.56	32.80 million	250.36	30.03 million
 International	104.99	4.06 million	108.24	4.12 million

Business Review

KEY INITIATIVE, CHALLENGES AND MITIGATION STRATEGIES

Key Initiatives	Challenges	Mitigation Strategies
Business Segment : Mail		
- Continued collaboration with government agencies on special projects - Strengthened Mel Plus as a cost-efficient delivery solution for lightweight items below 2kg. - Implemented bulk mail price adjustments.	- Compressed project timelines and operational complexities to ensure timely mail delivery. - Intensified market competition as customers had multiple comparable delivery alternatives. - Price adjustments may accelerate volume decline, placing further pressure on revenue.	- Implemented structured planning, resource optimisation, standardised processes and performance monitoring to ensure timely mail delivery. - Adopted flexible pricing strategies and enhanced features to strengthen customer acquisition and retention. - Proactively monitored customer usage patterns and feedback to identify and address potential issues.
Business Segment : Retail		
- Strengthened customer retention programmes via enhanced analytical capabilities. - Continued development of online channels. - Introduced new insurance products to maximise cross-selling opportunities.	- Ongoing decline in customer footfall due to rapid service digitalisation. - Elevated costs associated with maintaining the retail network.	- Enhanced the value proposition of online channels to capture new customer segments, including youth and digital savvy groups. - Continued optimisation of the retail network to manage costs effectively.
Business Segment : Courier		
- Strengthened margin management through Ship-to-Profile (STP) monitoring. - Implemented AI-driven automation initiatives. - Elevated product awareness by working closely with Retail on more impactful campaigns.	- Intense competition from private courier players with aggressive pricing. - Margin pressure due to rising operating costs and price-sensitive customers. - Operational inefficiencies arising from reliance on manual processes. - Limited customer awareness of differentiated courier products.	- Strengthened STP-based monitoring to proactively manage margins and prevent under-pricing. - Phased rollout of automation and AI to enhance productivity and lower cost per parcel. - Aligned more closely with Sales and Retail teams to ensure campaigns are targeted, consistent and commercially effective. - Prioritised value-based selling rather than price-only competition.
Business Segment : International		
The international business strengthened resilience in 2025 by diversifying routes through solutions like La Poste closed transit, enhancing UPU compliance via new SOP rollout, staff training and retail briefings, and stabilising margins through 2026 pricing adjustment, product code alignment, and accelerated pricing deployment. At the same time, product naming and service rules were simplified to reduce misclassification risks, while targeted promotions and communication campaigns were deployed to sustain volumes and customer engagement during operational disruptions.	Lane restrictions especially the U.S. suspension affected service availability and pressured revenue and average revenue per item (ARPI), while rapid UPU-driven regulatory changes and ITMATT (Items Attribute) data inaccuracies heightened compliance and reputational risks. At the same time, continued structural declines in international mail volumes compressed margins and required more precise lane level pricing, and delays in SAP/PRS deployments and product matrix updates created operational bottlenecks that further constrained performance.	- Eliminate customs delays by using AI to automate Electronic Advance Data (EAD) and HS code validation. Ensuring 100% data accuracy at the point of origin prevents costly border hold-ups and regulatory fines. - Combat the decline in traditional letters by repurposing existing mail networks into high-speed Small Packet corridors. This shifts the infrastructure focus toward the more profitable and growing B2C e-commerce market. - Offset rising labour and fuel costs through automated route optimisation and tiered pricing models. Diversifying transport modes (e.g., mixing commercial and Postal) and building a resilient supply chain that can survive global disruptions.

OUTLOOK



Postal Segment Transformation in 2026

Throughout 2026, Pos Malaysia will intensify efforts to transform its Postal Segment, while continuing to drive and champion regulatory change. This transformation will be underpinned by a focus on enhancing core profitability, accelerating the adoption of digital solutions and pursuing expansion into sectors that offer higher-value growth. With structural challenges continuing to impact traditional mail, the organisation recognises the need for sustained action in these areas.

Mail Segment

Mail volumes are projected to decline further in 2026, with bulk mail particularly affected as customers increasingly transition to digital alternatives. To address these challenges, Pos Malaysia will prioritise strategic pricing initiatives and continue to expand the Mel Plus service. Mel Plus will be positioned as a crucial driver of revenue, targeting broader uptake among e-commerce merchants and small-to-medium enterprises (SMEs) to mitigate volume and revenue pressures.

Courier Segment

The Courier business will focus on market share gains in the 'long tail' along with continued actions to protect margins. By scaling automation and artificial intelligence across key processing centres, Pos Malaysia aims to boost operational efficiency and improve consistency in deliveries, all while navigating heightened competition. The business will also seek new market opportunities and optimise the deployment of delivery partners to enhance operational flexibility and cost effectiveness.

Retail Operations

Retail operations will continue to shift towards an asset-light, digitally enabled model. The expansion of a nationwide agent network, enhancement of omnichannel capabilities and strategic focus on higher-margin offerings will be central to this transformation. These steps are designed to adapt to evolving customer behaviours and strengthen the organisation's competitive position.

International Operations

International operations will maintain a focus on ensuring full regulatory compliance and implementing robust lane-level margin management. Diversified routing strategies will be adopted to support e-commerce growth, including opportunities in delivered duty paid (DDP) and partially delivered duty paid (PDDP) solutions.

Financial Outlook

The combination of these strategic priorities is expected to enhance the quality of revenue, bolster margin resilience and strengthen the long-term financial performance of Pos Malaysia's Postal Segment.

Business Review



Logistics

OVERVIEW

In 2025, the Logistics Segment operated amid steady domestic economic growth, improved trade activity, contained inflation and stable interest rates, alongside rising cost pressures and external uncertainties. Demand for freight, warehousing and cross-border logistics services continued to be supported by higher export and import activity.

At the same time, margin pressure intensified as customers sought greater cost flexibility, more integrated solutions and higher service reliability. These conditions prompted the shift away from unimodal logistics services towards integrated solutions while also reinforcing the need for digitalisation and more sustainable operating models across the sector.

The company's performance was badly affected by the prolonged breakdown repair of one of its coal bulker. The vessel was down for almost one year. In addition, the other vessel was down for special drydocking in the final months of 2025. The alternative vessel was only secured for a limited period due to a higher charter hire price.

During the year, the Logistics Segment continued to adapt its service offerings and operating approach. Greater emphasis was placed on developing integrated and customer-specific logistics solutions, particularly for automotive and industrial customers with specialised requirements.

Segment

Revenue

(RM million)

FY2025 **216.52**

FY2024 **255.82**

Loss Before Tax

(RM million)

FY2025 **64.77**

FY2024 **27.04**



Flexible pricing and contract structures enabled services to be aligned more closely with customers' volume profiles and cost considerations. In parallel, ongoing digitalisation initiatives focused on improving operational efficiency and service effectiveness, while the segment evaluated opportunities to enhance its low-carbon capabilities, including the potential deployment of electric vehicles (EVs) for selected long-term contracts. Collectively, these measures positioned the Logistics Segment to navigate near-term pressures while strengthening its platform for future growth.

Key Initiatives	Outcomes Achieved
Improved service deliveries for a large automotive customer through quality controls and automation.	Delivered a 75% reduction in rejects, the strongest improvement recorded to date, strengthening the customer's confidence in Pos Logistics.
Established port-based transit warehouse for a large commodity trader shipments to reduce detention and demurrage	Achieved 60% reduction in demurrage and detention penalties compared to the previous year, while generating high margin revenue.
Business expansion into new territories and segments	- Entered highly regulated segments, notably industrial waste logistics. - Revived the Aviation and Defence segment and Project Logistics, with a focus on large-scale infrastructure projects.
Launched a digital transformation programme	Initiated company-wide digitalisation across operations, commercial and support functions in July 2025.

Business Review

Challenges	Mitigation Strategies
Reduced market share due to the fragmentation of commodity volumes	• Differentiated through stronger service execution via tighter SOPs, digitalisation and value-added offerings. • Leveraged proven delivery performance with key customers. • Broaden service scope within existing customers and industries to deepen wallet share beyond current contracts.
Rate reviews and margin pressure in the automotive segment	• Strengthened service quality; tightened SOP and introduced automation to support customer retention. • Secured rate revisions with major customers, made possible due to improved service qualities.
Prolonged bulk vessel downtime	• Chartered an external substitute vessel to meet contractual commitments.
Expansion of international freight, cross-border and automotive logistics in Thailand and Singapore	• Engaged subject matter experts and strengthened cross-border networks to support expansion.





Outlook

In 2026, the Logistics Segment is expected to operate in a more competitive landscape. The commodity segment may face continued pressure as customers diversify their logistics providers, while the automotive segment is anticipated to remain stable, supported by new model introductions, steady passenger vehicle demand and continued EV activity. Marine logistics continues to face uncertainty due to operational and cost-related challenges.

In response, the segment will focus on expanding logistics services, especially in highly regulated segments. Priority will be given to growing automotive logistics solutions, including support for new market entrants and deeper engagement with existing customers. The segment will also pursue logistics contracts in selected commodity sectors and strengthen its presence in highly regulated industries such as energy, industrial waste and infrastructure. These efforts will be supported by continued system integration to improve vendor and customer connectivity, enhance visibility and tracking, develop logistics engineering capabilities and reinforce ESG practices.

Business Review

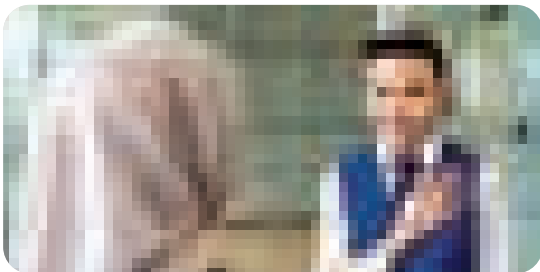


Aviation

OVERVIEW

In 2025, Pos Aviation operated in a more demanding operating environment marked by rising passenger traffic, stable air cargo volumes, cost inflation and intensifying competition among ground handling service providers. Globally, the aviation services industry continued to face labour constraints, elevated capital requirements and margin pressures, even as airlines raised service expectations around turnaround times, safety performance and reliability. These dynamics accelerated the adoption of digitalisation, automation and data-driven operations across the sector.

Against this backdrop, Pos Aviation delivered a resilient performance, supported by continued growth across its ground handling, cargo, in-flight catering and engineering services. Operational efficiency improved through targeted equipment renewal, process optimisation and enhanced service delivery. Strategic collaborations, particularly within engineering and cargo-related services, enabled the business to strengthen technical capabilities while managing capital exposure. As a result, the Aviation Segment remained a key profit contributor to the Group in 2025.



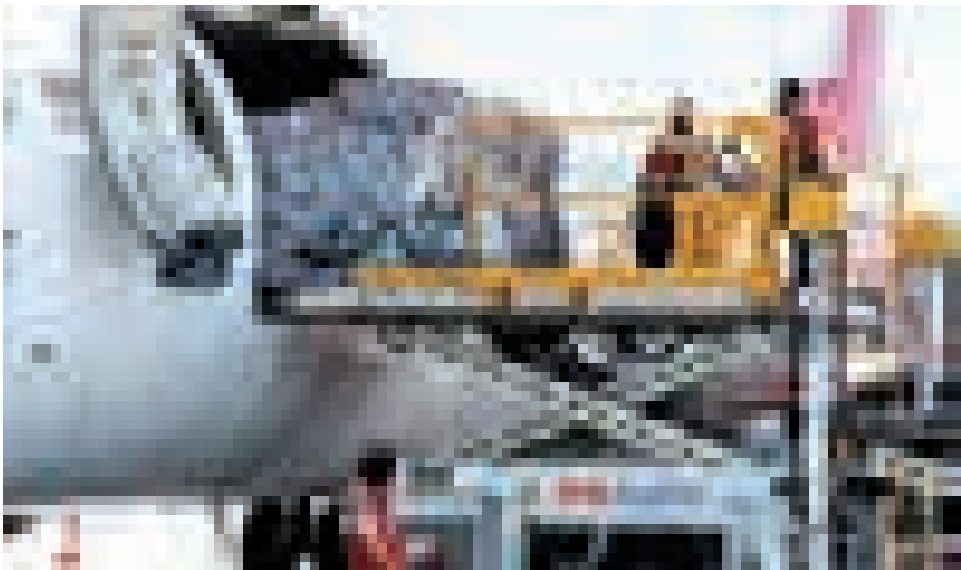
Segment

Revenue
(RM million)

FY2025	383.81
FY2024	373.72

Profit Before Tax
(RM million)

FY2025	20.29
FY2024	20.23



Key Initiatives

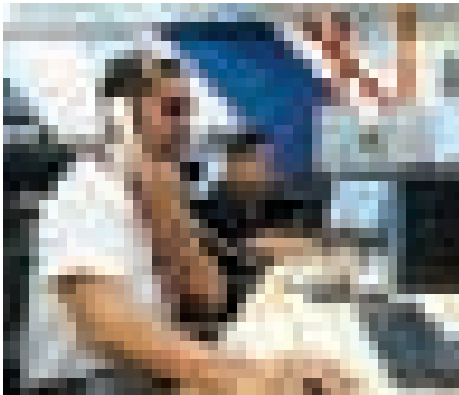
- Management of ground handling operations for major international events
- Expansion of Cargo Sales Agent (CSA) business
- Securing new airline customers and the expansion of routes within the existing airline portfolio
- Successful coordination of VIP flight operations

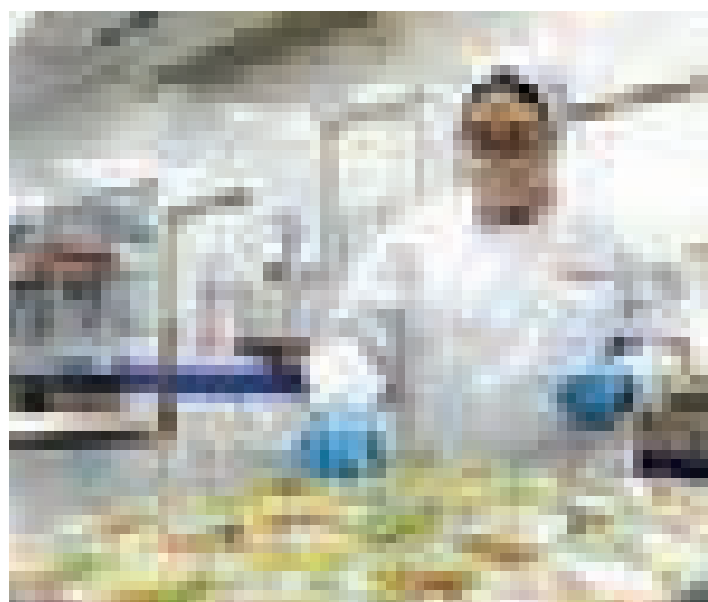
Outcomes Achieved

- Successfully delivered safe and efficient ground handling services for the ASEAN Summit hosted in Malaysia, demonstrating the Company’s capability to support large-scale, high-profile international events.
- Onboarded six airline clients, generating RM1.3 million in revenue and handling 1,768 tonnes of cargo to date. The CSA initiative diversified downstream services, increased cargo throughput via the PASB cargo terminal and improved cargo yield performance.
- Secured new airline customers across multiple stations in Malaysia and supported existing airline partners on newly launched routes, strengthening the Company’s customer base and service footprint.
- Entrusted with ground handling services for multiple heads of state and national leaders, reflecting Pos Aviation’s capability to deliver high-quality, secure and reliable services for specialised operations.

Business Review

Challenges	Mitigation Strategies
Margin pressure arising from competitive pricing and declining yields	Drove cost reduction through operational optimisation, process streamlining, and productivity improvements to safeguard margins amid competitive pricing and declining yields. Engaged airline partners to jointly develop efficiency and improvement initiatives that support long-term commercial sustainability.
Rising labour costs driven by regulatory and policy changes	Implemented selective outsourcing initiatives to optimise workforce structure and mitigate rising labour costs arising from regulatory and policy changes, such as increases in minimum wage. Advanced digitalisation of operational processes to optimise manpower deployment and manage cost pressures.
Manpower constraints and service quality risks	Collaborated with aviation colleges and training institutions to build a sustainable talent pipeline through structured internship and employment pathways. Appointed external specialists to strengthen soft skills, service etiquette and passenger engagement across customer-facing roles.
Operational inefficiencies linked to legacy airport infrastructure	Maintained close coordination with airlines and airport stakeholders to minimise service disruptions. Collaborated with airport management to address infrastructure-related constraints and jointly developed customer experience measures to manage passenger impact during operational disruptions.





OUTLOOK

In 2026, the ground handling sector is expected to grow in line with rising passenger traffic and steady air cargo demand, supported by increasing international arrivals and tourism activity. Airlines will continue to prioritise service reliability, safety and cost discipline, creating opportunities for service providers that can scale operations efficiently while maintaining consistent performance.

Digitalisation and automation are expected to play a larger role in enhancing operational accuracy, turnaround times and workforce productivity. For Pos Aviation, the focus will remain on strengthening operational excellence, advancing digital initiatives, building workforce capability and deepening strategic partnerships. These priorities position the business to enhance competitiveness and reinforce its role as a key aviation services provider within Malaysia's aviation ecosystem.

Business Review

Other

OVERVIEW



Pos Digicert

In 2025, Pos Digicert continued to reinforce its role as Malaysia's premier Certification Authority, advancing its portfolio of digital identity, digital signing, and Public Key Infrastructure-based trust solutions. The business further strengthened its position as a digital trust enabler across public sector and enterprise use cases, supporting the broader shift towards secure and paperless transactions. Ongoing investments in platform capability, automation, and compliance underpinned Pos Digicert's focus on scalable growth and its contribution to the Group's digital transformation agenda.



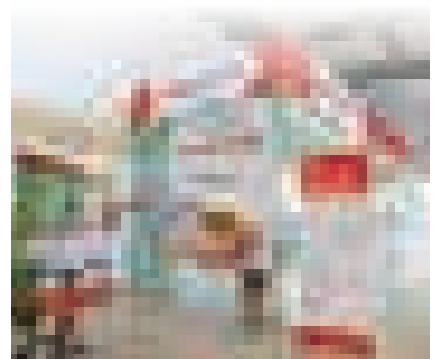
Datapos

Datapos progressed in its transition from traditional bulk printing towards digital mail and billing solutions in response to sustained structural shifts in customer demand. While physical mail volumes remained under pressure, the business maintained focus on cost optimisation, operational efficiency and the gradual expansion of digital services. Initiatives undertaken during the year were directed at improving productivity, strengthening client retention and supporting the repositioning of Datapos towards more sustainable service offerings.



Pos Ar-Rahnu

Pos Ar-Rahnu is a leading provider of Islamic pawnbroking and gold trading services, with its nationwide branch network continuing to support accessibility to Shariah-compliant financing. Despite a more challenging operating environment, resilient demand for Ar-Rahnu services remains, underpinned by the continued relevance of halal financing alternatives. The business maintained its focus on financial inclusion, service quality and prudent cost management.



Segment

Revenue (RM million)

Pos Digicert

FY2025	51.40
FY2024	37.44

Datapos

FY2025	22.14
FY2024	21.52

Pos Ar-Rahnu

FY2025	120.31
FY2024	129.34

Profit/(Loss) Before Tax (RM million)

Pos Digicert

FY2025	12.75
FY2024	8.49

Datapos

FY2025	(1.72)
FY2024	(0.65)

Pos Ar-Rahnu

FY2025	24.99
FY2024	26.31

OUTLOOK

Pos Digicert

Looking ahead, Pos Digicert will focus on renewing major national and enterprise contracts while expanding regional deployments to support continued growth. The business will also advance next-generation digital trust capabilities, including AI-enabled certificate lifecycle management and post-quantum PKI readiness, to address evolving security requirements. Through deeper collaboration with strategic partners and increased automation of customer journeys, Pos Digicert aims to strengthen its role as a trusted Certification Authority and as a key contributor to the Group's digital transformation agenda.

Datapos

Going forward, Datapos will focus on winning back selected clients in the financial services, healthcare, and government sectors for Variable Data Printing. In parallel, the business will expand the adoption of WhatsApp and e-Billing solutions among existing clients to grow its digital services base. Datapos also plans to pursue government and education tenders for general and security printing while piloting eco-friendly packaging solutions for the F&B and healthcare segments.

Pos Ar-Rahnu

Pos Ar-Rahnu will focus on sustaining growth amid a competitive and price-sensitive environment. Key priorities include improving operational efficiency, enhancing service quality and strengthening customer engagement. While fluctuations in gold prices and regulatory developments may present challenges, the business is well-positioned to benefit from continued demand for Islamic financing solutions and opportunities to broaden its service offerings.

Key Risks and Mitigation Strategies



Business Segment	
Postal	Mail
	Courier
	Retail
	International
Logistics	
Aviation	
Others	Pos Digicert
	Datapos
	Pos Ar-Rahnu

Key Risks and Mitigation Strategies

Key Risks	Mitigation Strategies
Demand for traditional mail services continues to decline as customers increasingly adopt digital communication channels. This structural shift places ongoing pressure on mail volumes, revenue, and cost efficiency, and may affect the long-term sustainability of the Postal Segment.	- Diversified revenue through growth platforms and higher-value services to offset declining mail volumes. - Optimised pricing and enhanced service offerings to improve revenue resilience. - Improved operational efficiency through process simplification and digital enablement.
The courier remains highly competitive and price-sensitive, leading to sustained pressure on margins despite volume growth driven by e-commerce expansion.	- Reviewed and closely monitored the variable cost. - Implemented automation and AI phases to improve productivity and reduce cost per parcel. - Focused on value-based selling rather than price-only competition.
- Ongoing decline in customer footfall due to rapid digitalisation of services - High costs in maintaining the retail network	- Strengthen the value proposition of online channels to acquire new customer segments, particularly youth and digital savvy groups. - Continued optimisation of the retail network to manage costs effectively.
Operational disruptions, regulatory changes, and data challenges have affected service delivery and financial performance. At the same time, declining international mail volumes and system delays have created additional operational and margin pressures.	- Implemented automation and enhanced data validation at the point of origin to improve the accuracy of Electronic Advance Data (EAD) and HS code classification. - Managed rising labour and fuel costs through automated route optimisation and tiered pricing models. In addition, diversify transport modes and strengthen the supply chain to enhance resilience against global disruptions.
Cash constraint due to operating loss for the past few years	- Strengthened financial and operational flexibility through group initiatives. - Optimised asset utilisation, including disposal or redeployment of underutilised and ageing assets.
Service Quality & Procurement Delivery Performance – Prolonged outage of vessel PL1	Enhanced maintenance planning and operational reliability through improved scheduling and technical support.
Loss of major customers, low utilisation of assets affect overall revenue and PBT	- Conducted frequent business reviews to retain customers and secure new commercial opportunities. - Expansion and effective management of the sales pipeline to enhance conversion opportunities.
Dependency on a single airline for in-flight catering revenue exposes the business to concentration risk and potential revenue disruption.	Continued effort to diversify the product and customer portfolio to reduce reliance on a single airline.
Dependency on a major account, which may result in revenue concentration and vulnerability to contract changes.	- Maintained strong and proactive relationship management with key accounts. - Expanded customer portfolio across multiple industries to reduce reliance on a single revenue stream.
Pricing pressure amid stringent regulatory requirements, creating challenges in balancing compliance and competitiveness.	- Improved service scalability and deployment flexibility to support higher transaction volumes more efficiently. - Streamlined onboarding and workflow automation to improve customer efficiency. - Expanded value-added trust services, focusing on value over price-led competition.
Cybersecurity and data protection	- Conducted continuous employee awareness and training programmes on cybersecurity and data protection. - Monitored threats through real-time alerts and forensic analysis. - Upgraded security infrastructure, technology controls, and governance processes to reinforce cyber resilience.
Talent and capability gaps	- Strengthen technical capability across security, audit and critical system migrations. - Invested in targeted upskilling in Public Key Infrastructure (PKI), secure coding and cloud security. - Outsourced selected non-core functions to focus on high-value engineering and innovation.
Limited contract and service offerings, which may constrain growth opportunities in a competitive market	Enabled WhatsApp delivery of e-Bill and e-statement to strengthen customer engagement.
Competition from established computer-form printers, creating margin pressure and potential customer loss	Leveraged paper-mill access and in-house offset printing capabilities to maintain competitive cost efficiency for existing clients.
Substantial capital investment is required to implement robotics and automation capabilities	Adopted market-tested automation solutions aligned with customer needs and operational feasibility.
Limited funding capacity to support network expansion and product growth initiatives.	- Operated within retained earnings and disciplined cash flow management. - Introduced digital gold trading while expanding overall gold trading activities.

Sustainable Progress

Advancing Responsible Logistics

Sustainability remains integral to Pos Malaysia's long-term strategy. From expanding electric vehicle adoption to embedding environmental and social practices across operations, the Group continues to deliver logistics solutions that support a greener and more responsible future.



Our Approach to Sustainability

About This Statement

Pos Malaysia Berhad (“Pos Malaysia” or “the Company”) is pleased to present our Annual Sustainability Statement (“SS” or “the Statement”) for 2025. This Statement highlights the Company’s ongoing commitment to sustainability initiatives from 1 January 2025 to 31 December 2025, unless otherwise stated.

Scope and Basis of Scope

This Statement provides an overview of the Company’s sustainability performance and progress, and that of its subsidiaries (collectively known as “the Group”). The information outlined in this Statement also highlights the Group’s key strategies, policies and initiatives that drive positive change across the workplace, marketplace, community and environment. All monetary references are in Malaysian Ringgit, unless otherwise stated.

Reporting Frameworks and Standards

This Statement has been prepared with reference to the following frameworks and standards:

- Bursa Malaysia Sustainability Reporting Guide (3rd Edition) 2022
- Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Malaysia”)
- Global Reporting Initiative (“GRI”) Standards 2021
- International Financial Reporting Standards (“IFRS”) S1 and S2

Pos Malaysia has adopted the GRI Standards as its sustainability reporting framework, ensuring alignment with global best practices.

Reliability and Assurance

The Company continues to enhance its sustainability reporting and has obtained external assurance for certain sustainability indicators in this year’s Statement.

For more information, please refer to our Assurance Statement section.

Materiality and Material Matters

The content of this report is based on key topics of material concern to Pos Malaysia’s businesses and stakeholders. The Company conducts a comprehensive materiality assessment every three years to identify, prioritise and validate these key topics.

For more details on the Company’s materiality assessment, refer to our Materiality Assessment section.

Limitations and Disclaimers

This report contains forward-looking statements, including targets, future plans, operational expectations and forecast figures, which are based on reasonable assumptions at the time of reporting. As our business operates in a dynamic environment, readers should be mindful of potential risks and uncertainties beyond the Group’s control. To provide a clearer view of our sustainability progress, we have included comparative data from the past two financial years, where available. Additionally, we have addressed key challenges and stakeholder concerns, ensuring a transparent and balanced report that reflects both our achievements and areas for improvement.

Feedback

As part of Pos Malaysia’s commitment to continuously refining its sustainability journey, we encourage stakeholders to contribute feedback on our approach, processes and performance via sustainability@pos.com.my.

Our Approach to Sustainability

STAKEHOLDER ENGAGEMENT

Stakeholder Group	Why We Engage	Our Approach	Frequency	Key Focus Area	Our Response
 Customers	To better understand customers' needs and identify opportunities to improve our products and services	- Net Promoter Surveys, dedicated account managers, sales executives to manage contract customers - General customer service platforms (e.g. phone calls, emails, social media platforms, chatbot) - Trade shows, customer events, seminars and webinars	- Daily - Quarterly	- Product enhancements to better meet customer needs and build loyalty - Targeted advertising to strengthen brand consideration and preference - Engagement through events and our corporate website's Knowledge Hub	We have successfully onboarded all contract customers onto a Customer Relationship Management ("CRM") tool, enabling us to engage them more effectively with relevant content. In addition, we participated in numerous trade shows to increase visibility and expand our touchpoints.
 Employees	- To bolster employee engagement and development opportunities - To strengthen regular health and safety practices - To augment existing sustainability practices and commitments (e.g. climate change, human rights and workplace, conditions, certifications and anti-bribery and corruption system)	- Annual performance appraisals - Employee wellness initiatives, Wira Huddles - Employee opinion survey, Kyzenze - Town hall meetings	- Annually - Monthly - Daily - Quarterly	- Health and safety in the workplace - Stance against unethical behaviour (e.g. money laundering)	Pos Malaysia continues to adopt Kyzenze, enhancing engagement that provides instant insights, gamification, mobile accessibility and upcoming wellness modules, all of which streamline operations and boost participation. This is complemented by targeted focus groups - the platform that offers deeper workforce insights, driving collaboration, efficiency and satisfaction.
 Suppliers	- To encourage our supply chain to adhere to high standards of professionalism and sustainable practices - To comply with legal and regulatory requirements, as well as contractual commitments	- Tender sessions - Annual subcontractors' or suppliers' performance evaluations	As and when needed	Greening Value Chain programme for our top 150 suppliers, requiring them to submit sustainability-related data	Pos Malaysia is implementing a procurement approach that aligns with sustainability principles. Throughout the procurement life cycle, the acquisition of goods, works and services is carried out with the aim of meeting customer expectations, providing long-term value for money, maximising social and economic benefits and minimising environmental and health impacts.

Our Approach to Sustainability

Stakeholder Group	Why We Engage	Our Approach	Frequency	Key Focus Area	Our Response
 Union	To foster good ties and ensure that our employees are treated fairly and equally	Regular engagement on any new strategic initiatives to ensure support from the Union Leadership Teams	Monthly	- Continuous engagement and feedback sessions - Increased welfare for members - Support and commitment in operational and retail matters	We continue to ensure that the Group's employees are treated fairly and equally.
 Regulators	To strengthen our engagement with government agencies and participation in any research conducted regarding road safety	- Periodic site visits, engagement, collaborations and audits - Periodic forums and online meetings - Strategic meetings	As and when needed	Efforts in decarbonising operations and addressing pricing matters with regulators	Policy meetings and consultations were held with various government departments, including the: - Ministry of Natural Resources and Environmental Sustainability - Ministry of Transport - Malaysian Communications and Multimedia Commission
 Community and Non-Governmental Organisations	- To strengthen community engagement via our CSR initiatives: Pos Deliver and Pos Komuniti - To foster collaborative partnerships through ongoing dialogue to build positive and mutually beneficial relationships	- Events (e.g. outreach events) - Community outreach and development programmes	Event driven	Community well-being and corporate volunteering	We leveraged our existing spaces and assets to support the community. Our volunteers made a big impact with several initiatives during post relief missions, beach clean-ups and a PPKI school visit. We also promoted inclusivity during Pos Malaysia Run 2025, whereby a Special Category was included for People with Disabilities ("PWD").
 Media	To increase the awareness and understanding of our business by providing timely and accurate information about the Group's products, services and financial performance	- Annual general meetings - Annual reports - Corporate website - Media relations (e.g. press releases, emails, phone calls, events, sharing sessions)	- Annually - Event driven	- Updated progress on our business transformation and overall company developments - Creating enhanced visibility and awareness about the Company and its initiatives	We have communicated our progress through conferences, interviews, corporate events and press releases.

Our Approach to Sustainability



Union Membership

Pos Malaysia remains dedicated to fostering an ethical work environment by promoting fair and equal treatment for all employees, both in principle and practice. The Company values open communication and collaboration with its employees, maintaining strong industrial relations through regular dialogue.

By recognising the importance of unions as key strategic partners, we uphold our commitment to compliance with local legislation, including the Industrial Relations Act 1967, which provides the right to freedom of association and collective bargaining.

We are proud to work alongside eight unions that represent our diverse team of employees:

Union	Number of Members as of 31 December 2025
Union of Postal Clerical Workers ("UPCW")	2,983
Union of Pos Malaysia Uniform Staff ("UPUS")	4,946
Pos Malaysia Junior Executive Union ("PMJEU")	221
Kesatuan Kakitangan Perkeranian Pos Sabah ("KKPPS")	192
Kesatuan Pekerja Pakaian Seragam Sabah ("KEPPSES")	280
Postal Clerical Staff Union Sarawak ("POCSUS")	218
Union of Pos Malaysia Uniform Staff Sarawak ("UPUS Sarawak")	381
Transport Workers Union (Pos Logistics Berhad)	61
Total unionised employees in the Group	9,282
Percentage of unionised employees in the Group (%) (Total employees: 16,173)	57.39

Our Approach to Sustainability

MATERIALITY ASSESSMENT

Pos Malaysia acknowledges that both direct and indirect impacts of our material matters play a vital role in shaping the long-term value we create for stakeholders. These matters also influence our business strategy and resource allocation decisions in addressing key sustainability concerns. To ensure these matters are effectively addressed, the Company conducts a comprehensive materiality assessment every three years.

In 2024, we streamlined our material matters in alignment with the Group, following a review and re-evaluation at the Group level with the support of an external consultancy. The process aimed to realign sustainability strategies in response to the evolving priorities of stakeholders and the changing business environment. An overview of the refreshed materiality assessment process at the Group level is presented below:



Our Approach to Sustainability

Based on the Group-level materiality assessment, we streamlined our material matters to 16, a decrease from 22 material matters listed in FY2023.

Pos Malaysia's 16 Material Matters



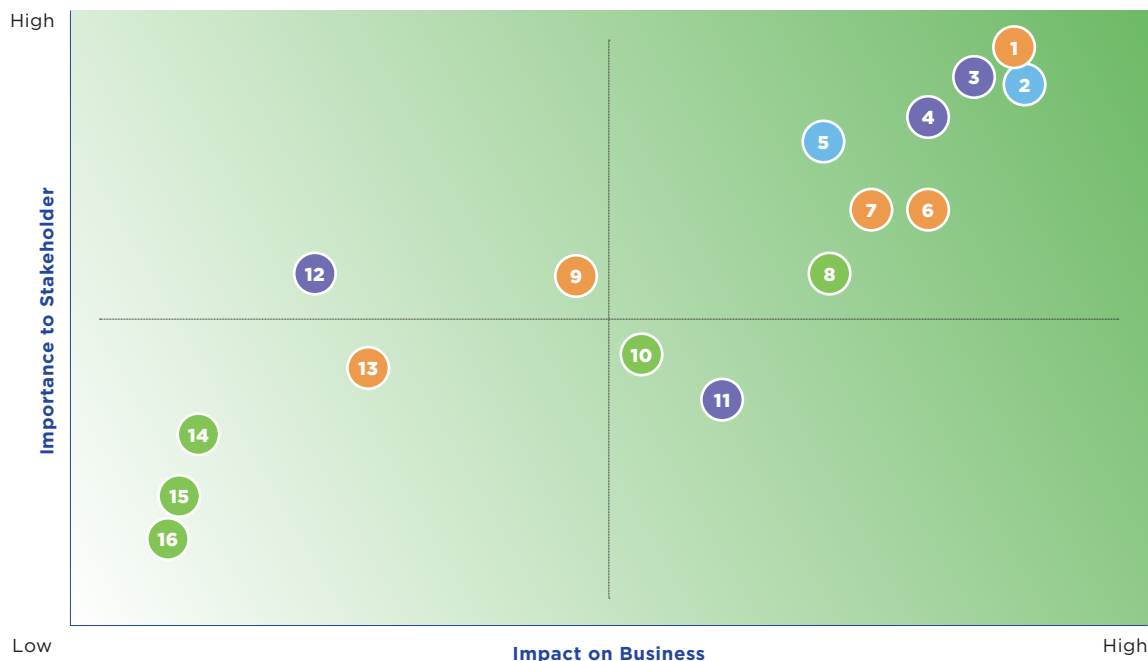
The 16 material matters are critical to Pos Malaysia's ability to create value, manage risks and drive sustainability. They also reflect the key issues impacting business operations, stakeholder concerns and long-term goals. By addressing matters such as Occupational Safety and Health, Governance and Ethics, Data Privacy and Security and Climate Change, Pos Malaysia strengthens resilience, ensures compliance and builds stakeholder trust, positioning itself as a responsible and sustainable business.

To reflect the relevance of these issues to the Company's operations, we also updated the priority ranking and significance of the 16 material matters to align with the specific context and priorities within Pos Malaysia. Among the key drivers for these changes were a broader stakeholder engagement process and an enhanced focus on business impact. In addition, the changes aimed to reflect evolving sustainability trends, regulatory pressures and stakeholder expectations.

The top three priorities for the Company in FY2025 are Occupational Safety and Health, Customer Experience and Data Privacy and Security. The streamlined material matters were presented to the BRSCC who oversaw, reviewed and approved the new ranking.

Our Approach to Sustainability

Pos Malaysia Materiality Matrix



- | | | | |
|----------------------------------|-----------------------------------|-----------------------------|-------------------------|
| 1 Occupational Safety and Health | 5 Product and Services Innovation | 9 Diversity and Inclusivity | 13 Community Investment |
| 2 Customer Experience | 6 Talent Development | 10 Energy Management | 14 Waste Management |
| 3 Data Privacy and Security | 7 Human Rights | 11 Supply Chain Management | 15 Water |
| 4 Governance and Ethics | 8 Climate Change | 12 Strategic Alliance | 16 Biodiversity |

SUSTAINABILITY RISK MANAGEMENT

Pos Malaysia remains dedicated to enhancing its readiness and resilience by identifying and managing potential risks that may impact our organisation. Aligned with the Group's ERM framework, we integrate environmental, economic and social risks into a Company-wide, multi disciplinary approach. This process is overseen by the Sustainability Department, in consultation with the Risk Management Department, to ensure comprehensive risk management across all operations.

One of the most pressing environmental risks we face is flooding, a common occurrence in Malaysia, particularly during the monsoon season. With climate change potentially increasing the frequency of floods, new flood-prone areas are likely to emerge. In response, we developed and continue to maintain the Operations Flood Business Continuity Plan ("BCP"), which serves

as a guide for operational teams to maintain essential functions during flood events. This plan outlines proactive response and recovery measures to minimise operational disruptions caused by flooding. As flooding incidents continue to rise in Malaysia, the plan aims to mitigate short-term risks, safeguarding our employees and company assets while ensuring operational continuity.

To manage risks within our defined risk appetite, we continuously review and monitor identified risks. This process is led by designated risk owners and supported by the Risk, Sustainability and Compliance Committee ("RSCC"), with ultimate oversight from the BRSCC.

For more details on our approach to risk management, including climate-related risks, refer to the Statement on Risk Management and Internal Control ("SORMIC") section.

Our Approach to Sustainability

SUSTAINABILITY GOVERNANCE



The Board of Directors provides strategic direction for the Group’s sustainability agenda, with governance and oversight managed through the BRSCC, which consists of Independent Non-Executive Directors. The RSCC and the Sustainability Steering Committee (“SSC”), chaired by the Group CEO, further support these efforts by overseeing implementation at the management level.

The key responsibilities of each committee are outlined below:

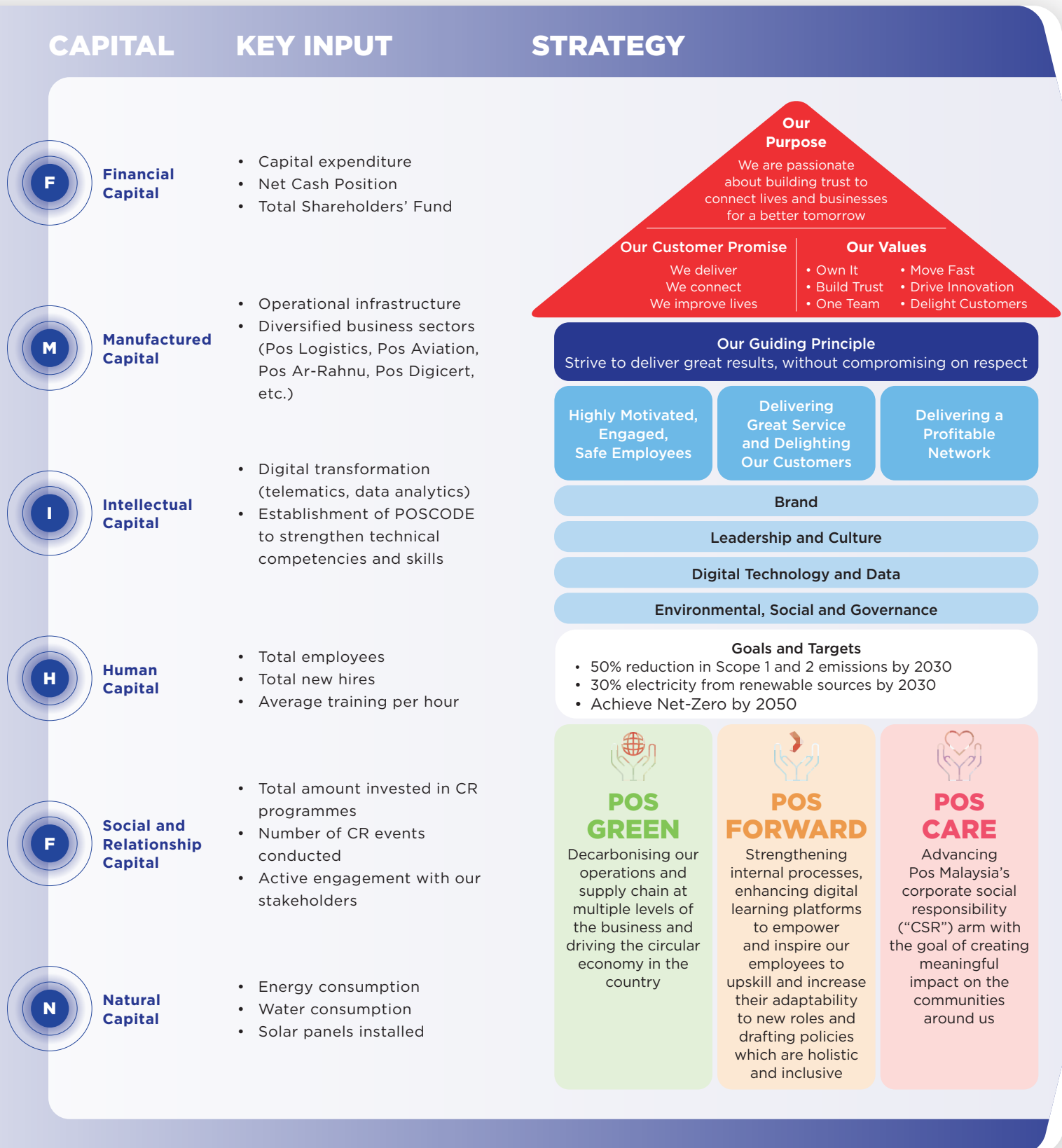
Board of Directors	Oversees Group-wide integration of sustainability within key business strategies and provides strategic direction on the Group’s sustainability agenda
Board Risk, Sustainability and Compliance Committee (“BRSCC”)	- Oversees Group Risk and Sustainability-related matters and provides assurance to the Board - Reviews and ensures sustainability initiatives are aligned with the Group’s long-term business and sustainability strategy - Ensures the effective management of material sustainability matters, such as climate change, safety and health, human rights, labour standards and pollution, impacting the Group
Risk, Sustainability and Compliance Committee (“RSCC”)	- Formulates the ERM, sustainability and compliance framework and monitors its implementation - Recommends direction that aligns the sustainability targets with the overall goals of the Group, as well as prioritising key sustainability matters
Sustainability Steering Committee (“SSC”)	- Monitors the implementation of sustainability-related policies and initiatives within the Group - Acts as a point of escalation for sustainability issues to other relevant committees and/or the Board - Reviews and endorses initiatives, including milestones, budget and timelines
Project Teams	- Implement the sustainability initiatives on a day-to-day basis - Consist of technical experts from relevant divisions and departments - Lead and manage project delivery within project timelines and budgets

Board and Senior Management Commitment to Sustainability

The Board participates in sustainability-related training to remain informed of the sustainability matters relevant to the Group and its operations, including climate-related risks and opportunities. In FY2025, the Board of Directors attended training sessions such as Navigating ESG Risk in Supply Chains.

Sustainability-related matters, including climate-related risks and opportunities, are integrated into the performance evaluations of the Board and Senior Management. To reinforce this commitment, sustainability-related indicators, including climate change performance, are embedded within the key performance indicators (“KPIs”) linked to the remuneration of the Senior Management.

Value Chain Model



Value Chain Model

KEY OUTPUT

- Group revenue
- Profit After Tax
- Market capitalisation
- Dividend per share

- Total Assets
- Sales volume
- Services

- Number of cybersecurity incidents
- Product and process efficiency through the implementation of automated systems and the adoption of digital tools
- Establishment of a Digital Transformation to streamline business operations

- 49% women representation for female leadership
- 76% employee engagement score
- 46% ready-in-less-than-1-year successor coverage ratio for Group critical positions
- 10.9% employee attrition rate

- RM233 million spent on local suppliers, which amounted to 99.5% of the Group's total procurement
- 64,297 beneficiaries impacted through CR events
- Collaboration with notable organisations for various social causes
- Net Promoter scores of 88%

- Amount of recycled waste
- GHG emissions reduction
- Amount of food composted
- Solar PV capacity
- 6% progress towards the 30% target for renewable energy in the electricity consumption mix

KEY OUTCOME

- Strong financial performance, as seen in revenue growth, increased profitability, higher market value and greater dividend returns

- Service delivery excellence and customer satisfaction

- Enhanced security, efficiency and agility through effective cybersecurity measures, digitalisation of processes and streamlined operations via digital transformation

- A dynamic and engaged workforce, promoting diversity, talent retention and sustained organisational success

- Creation of sustainable value through enhanced reputation, stakeholder trust and business success

- Sustainable progress, encompassing waste recycling, GHG emissions reduction, food composting, solar energy growth and achieving renewable energy targets

STAKEHOLDER

- Board of Directors
- Senior Management team
- Shareholders
- Investors
- Employees

- Customers
- Suppliers

- Employees
- Academia
- Business partners
- Customers

- Board of Directors
- Senior Management team
- Employees

- Community
- Customers
- Investors
- NGOs
- Governmental ministries

- Customers
- NGOs
- Community
- Investors
- Governmental ministries
- Suppliers

Economic Disclosure



Product and Services Innovation

Why It Matters

Innovation in our products and services enables us to deliver greater value to customers while remaining competitive in an evolving logistics landscape. By embedding innovation across our subsidiaries, we strengthen our ability to respond to changing market expectations and support long-term economic sustainability.

We align business growth with responsible practices by diversifying our business portfolio and integrating sustainability into our operations. Our participation in the International Post Corporation's Sustainability Measurement and Management System supports our commitment to achieving business objectives while contributing to a greener and more sustainable future.

OUR APPROACH

As a logistics provider with a diversified business portfolio, we incorporate sustainability considerations across our operations. Our innovation-related practices are managed within existing frameworks that support operational requirements and continuous improvement. Guided by the value Drive Innovation, we apply innovation across three strategic pillars to address business requirements and operational challenges:

Highly Motivated, Engaged and Safe Employees

Empowering our workforce to drive innovation.

Delivering a Great Service and Delighting Our Customers

Continuously improving products and services to meet evolving customer needs.

Delivering a Profitable Network

Strengthening operations to create long-term value.

We have established procedures which encourage creative problem-solving while ensuring alignment with our strategic objectives to foster and sustain innovation. Supported by systematic frameworks, cultural initiatives and leadership commitment, these processes proactively identify and address potential barriers to innovation.

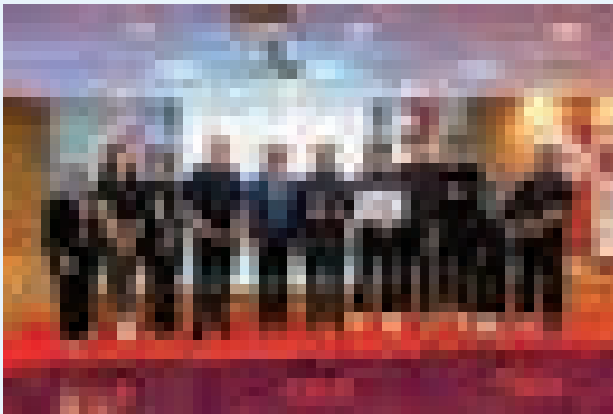
Our service innovations are subject to ongoing tracking and monitoring through structured reporting, including weekly and monthly dashboard updates to management and monthly updates to the Board. Additionally, innovation embedded within our operational framework enables our products and services to adapt to evolving market demands and support sustainable growth.

OUR PERFORMANCE

In 2025, we built on our ongoing efforts by delivering initiatives aimed at meeting evolving customer and business needs, enhancing convenience, strengthening revenue performance and supporting decarbonisation.



Drive Innovation Challenge 2025 Turning Ideas into Impact



Winners of the Drive Innovation Challenge 2025

In 2025, Pos Malaysia's Drive Innovation Challenge received 44 submissions from across the Group, with six finalist teams recognised for solutions spanning AI-enabled automation, digital workflows, data-driven mapping and customer support. Guided by our #DriveInnovation and #OneTeam values, these initiatives reflect our commitment to continuous improvement and operational excellence.

This culture of innovation was further recognised at the Malaysia ICC/KIK Convention 2025, where all three participating Pos Malaysia teams achieved a three-star rating among 32 teams nationwide. The teams also received the Special Award for Innovation Cultivation, while The Think Qcert team earned the Potential Innovation and Creativity Circle Award. These achievements reinforce our commitment to improving products, services and operations through employee-led innovation.



Pos Hijau Leading Transparent Logistics Decarbonisation



Continuing from our earlier efforts, we have expanded the capabilities of the Pos Hijau Carbon Emissions Tool introduced in 2024. We support customers with transparent, shipment-level carbon data that helps them track, manage, and report logistics-related Scope 3 emissions. By providing greater visibility at the parcel level, Pos Hijau enables customers to make more informed decisions on their carbon footprint, strengthen disclosure readiness, and support broader decarbonisation efforts.

In 2025, our Pos Hijau Carbon Emissions Tool was recognised with the MIHAS Services Innovation & Sustainability Award, highlighting its impact in advancing transparency in sustainable logistics. This complements our ongoing fleet electrification efforts, with approximately 20% of parcels now delivered by electric vehicles, further strengthening the decarbonisation value we offered customers through lower-emission delivery solutions.

Economic Disclosure

Service Excellence & Growth Highlights

Expanding Customer Base

- In 2025, we gained 2,100 new customers, driven mainly by targeted initiatives. These included product enhancements, a strategic partnership with Shopee to expand delivery and pick-up options, and focused digital marketing campaigns across various social media platforms. We also ran targeted paid online lead ads, outdoor advertising, and a programme sponsorship on Astro to increase awareness and strengthen brand consideration and preference. By listening to customer feedback, we tailored updates to address the most requested features, such as improved notification channels and easier payment methods, like cash on delivery. These efforts reflect our ongoing commitment to meeting customer needs and building loyalty.

Key Performance					
Indicator	Unit	2023	2024	2025	Remarks
Improvement in delivery time	Time	Courier: 94%	Courier: 93%	Courier: 92%	This only covers the postal and courier segment delivery time
		Mail: 96%	Mail: 93%	Mail: 95%	

OUTLOOK

We will continue to maintain oversight of our product and service innovation initiatives through regular progress tracking and reporting to management and the Board.



Customer Experience



Why It Matters

Customer experience is a key driver of Pos Malaysia's long-term sustainability, directly influencing customer trust, loyalty and brand relevance. As Malaysia's national postal and logistics provider, we recognise that consistent, reliable and responsive service delivery is essential to maintaining public confidence while supporting business growth in an increasingly competitive environment.

Economic Disclosure

OUR APPROACH

Pos Malaysia manages customer experience through structured policies, standardised service procedures and data-driven performance monitoring across all customer touchpoints. Customer feedback is systematically captured and analysed to identify service gaps, improve response effectiveness and enhance end-to-end journey consistency.

We place strong emphasis on service reliability, responsiveness, and data protection, ensuring that customer interactions are handled securely, fairly, and in line with regulatory requirements. Continuous capability development and disciplined processes foster a customer-centric culture across both frontline and support teams.

In addition, we adopt a structured, data-driven approach to enhancing customer satisfaction, leveraging digital platforms and advanced customer relationship management (“CRM”) tools across our operations.

Since 2023, the Net Promoter Score (“NPS”) has served as a key customer satisfaction metric and, in 2024, expanded to include Pos Shop, in addition to existing measurements across Retail, Delivery, Customer Service and the Pos Malaysia website. In parallel, we continue to strengthen our human capital capabilities during the year, equipping employees with the tools, training and resources needed to sustain a customer-centric culture and reinforce our reputation for reliability and trustworthiness.

OUR PERFORMANCE

Customer feedback continues to be central to our improvement efforts, as we continuously track, analyse and embed insights into our operations. In 2024, we introduced QR Pay for Cash on Delivery (“COD”), real-time delivery updates and expanded contact channels, with customer interactions streamlined and efficiency improved through the rollout of the Sprinklr CRM system. Alongside these initiatives, policy refinements, extended claim windows and a dedicated NPS monitoring team strengthened our ability to respond to customer needs.

In continuation of these efforts, we have implemented the following initiatives in 2025:

Expansion of NPS Surveys

Customer feedback and service outcomes are monitored using structured metrics, including customer surveys, complaint resolution rates and Net Promoter Score (“NPS”).

In FY2025, the number of customer surveys conducted provided broad coverage across key service touchpoints, while the majority of customer complaints received were resolved within the reporting period.

Overall customer satisfaction, as measured by NPS, improved compared with the prior year, reflecting more consistent service delivery and improved customer engagement.

We expanded the coverage of our Net Promoter Score (“NPS”) survey touchpoints to capture richer customer insights across emails, calls, chats and visits. As a result, ongoing feedback now informs service improvements and has indirectly contributed to improved NPS performance.

Economic Disclosure

The insights from these surveys continue to drive our targeted improvements across all operational areas.



Retail

- Customers visiting our Shop retail outlets are encouraged by the counter staff to scan a QR code post-transaction to provide feedback
- In 2025, 254,925 customers have responded to the survey



Customer Service

- Post-interaction surveys are issued one day after ticket closure for phone or chat engagements to inform continuous improvements across service touchpoints and the end-to-end customer journey
- In 2025, 12,446 customers have responded to the survey



Delivery

- A WhatsApp survey is sent to selected customers one day after the parcel delivery to assess delivery performance
- In 2025, 26,330 customers have responded to the survey



General Digital Engagement

- Website visitors are prompted to complete a survey shortly after landing on pages within the pos.com.my domain
- In 2025, 22,110 customers have responded to the survey

In 2025, our NPS across our key touchpoints has recorded a substantial increase, as shown in the table below:

Key Touchpoints	Unit	2024	2025
Retail	%	93.0	97.6
Customer Service	%	1.8	29.5
Delivery	%	54.0	78.5
Website	%	11.0	26.5

Key Performance Indicator	Unit	2023	2024	2025
NPS	%	82	85	88
Total Number of Customers Surveyed	Number	450,012	492,466	315,811

OUTLOOK

Pos Malaysia will continue strengthening its customer service capabilities by enhancing process efficiency, improving service consistency and leveraging data insights to better anticipate customer needs. Ongoing improvements will focus on faster resolution, clearer communication and a more seamless customer experience across channels, supporting sustained customer trust and long-term business resilience.

Environmental Disclosure



Climate Change

Why It Matters

Pos Malaysia's operations are directly affected by climate change. Extreme weather events disrupt our delivery services while rising temperatures drive up energy consumption to keep our premises cool. Furthermore, as Malaysia's courier service provider, we are obligated to support national climate goals by minimising our carbon footprint. Mitigating climate risks enhances our business resilience and regulatory compliance, while fulfilling stakeholder expectations. Additionally, our efforts to reduce carbon emissions, expand renewable energy adoption, and actively engage with global and industry platform such as the UN Global Compact and International Post Corporation reinforce our commitment to sustainability.

Proactively addressing climate change risks by adopting sustainability measures such as fleet electrification and route optimisation drives energy efficiency and enhances our ESG performance, strengthening our reputation as a sustainable logistics provider. Conversely,

failing to address risks such as the potential implementation of carbon taxes could incur higher operational and compliance costs, as well as reputational damage. Furthermore, our operations may be hampered by supply chain disruptions arising from extreme weather events and higher operational costs arising from inefficient resource use, waste management and emissions control.

Protecting our employees and communities from the effects of climate change safeguards their health and supports climate justice by reducing the environmental burden on vulnerable groups. Extreme weather such as flooding and heatwaves could disproportionately affect marginalised communities, widening social inequalities. Furthermore, air pollution generated by vehicles and energy consumption may cause greater harm on children, the elderly and low-income populations. Workers who are exposed to pollutants and extreme weather events are also at risk of developing illness and injuries.

OUR APPROACH

Pos Malaysia's approach to mitigating climate change is aligned with international frameworks, national regulations and guidelines, as well as its own policies and commitments. In alignment with national ambitions, we continue to pursue net-zero emissions by 2050. In the interim, we aim to achieve a 50% reduction in Scope 1 and 2 emissions by 2030. Our Sustainability Roadmap outlines initiatives to reduce carbon emissions, enhance energy efficiency and adopt clean technologies such as fleet electrification and renewable energy.

Environmental Disclosure

Global Frameworks

▶ UN Sustainable Development Goals (“SDGs”)



▶ Global Logistics Emissions Council (“GLEC”) Framework

▶ United Nations Global Compact (“UNGC”)

National Regulations & Guidelines

▶ National Policy on Climate Change (2019)

▶ National Energy Policy 2022-2040

▶ Green Technology Master Plan Malaysia 2017-2030

Internal Policies & Commitments

▶ Environmental Management Policy

▶ Sustainability Roadmap & Net-Zero Strategy

▶ Sustainability Commitment

SUSTAINABILITY & CLIMATE-RELATED FINANCIAL DISCLOSURES

As climate change increasingly affects the operating environment for logistics businesses, we are strengthening our systematic and integrated approach to climate management across the Group. Climate considerations are embedded within our strategy, risk oversight and capital planning processes. In addition, we continue to strengthen operational resilience, progress our low-carbon transition and align our business with our Net Zero 2050 ambition and national sustainability objectives.

This report has been prepared in accordance with IFRS S2 Climate-related Disclosures, issued by the IFRS Foundation in June 2023, and in support of Pos Malaysia’s compliance readiness under Malaysia’s National Sustainability Reporting Framework (“NSRF”). It sets out how the Group governs, assesses, manages and measures climate-related risks and opportunities across four disclosure pillars: Governance, Strategy, Risk Management, and Metrics and Targets. Together, these disclosures explain how climate considerations are embedded into our strategic planning, enterprise risk management processes and capital allocation decisions.

Governance

At Pos Malaysia, climate-related risks and opportunities fall under the oversight of the Board Risk, Sustainability and Compliance Committee (“BRSCC”). As a crucial Board-level committee, the BRSCC ensures that climate considerations are embedded within Pos Malaysia’s strategic direction, risk management framework and business operations.

The Group maintains a structured governance framework to identify, assess and manage climate-related risks and opportunities. To operationalise this approach, the Sustainability Steering Committee (“SSC”) serves as the primary driver of sustainability initiatives across the organisation, while the executive leadership team collaborates closely with the sustainability function and cross-functional departments to embed climate considerations into strategic planning, enterprise risk management and operational decision-making. For more information on our sustainability governance, please refer to page 65.

Environmental Disclosure

Strategy

In shaping our capital expenditure strategy, we ensure alignment with our business operational needs, while also assessing the environmental implications of our investments. During the year, we updated our definitions of the short-, medium- and long-term time horizons for climate risk and opportunity assessment, based on alignment with the IFRS S2 context, to better inform our understanding of how these factors could influence our operations and organisation over time.

Period	Definition
Short-term	0-3 years
Medium-term	3 to 5 years
Long-term	6 to 10 years

Climate-related risks are divided into two main categories:

Physical Risks	Risks related to the physical impacts of climate change, such as floods, hurricanes, cyclones or extreme temperature changes	Transitional Risks	Risks arising from the transition to a lower-carbon economy
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Physical Risks

Physical risks can be driven by events (acute) such as extreme weather events or caused by longer-term changes (chronic) in climate patterns. They can impact the organisation's financial performance by causing damage to its assets, disrupting its supply chains and adversely affecting its operations and access to resources.

Risk Category	Period	Risks Relevant to Pos Malaysia	Potential Impacts to Pos Malaysia
Acute	Short-term	Extreme weather events are disrupting delivery routes and operations	Higher operational costs from delays, damaged infrastructure and supply chain disruptions
Chronic	Long-term	Higher temperatures are increasing energy demand for cooling our offices and logistics centres	Higher electricity costs and operational inefficiencies

Environmental Disclosure

Transitional Risks

Transition risks arise from the shift towards a low-carbon economy and may require significant changes to policy, legislation, technology and market conditions to support climate change mitigation and adaptation.

These changes could affect our financial performance and reputation, particularly where our strategies, operations or investments are not aligned with evolving regulatory, technological and market expectations. The extent of our exposure will depend on the nature, speed and focus of these changes.

Our transition risks can be grouped into four categories:



Risk Category	Period	Risks Relevant to Pos Malaysia	Potential Impacts to Pos Malaysia
Policy & Legal	Short- to medium-term	Carbon pricing exposure and mandatory climate disclosures (IFRS S2)	Increased compliance costs, investment in data systems and governance requirements
Technology & Market	Medium-term	Tighter emissions and fuel standards accelerating fleet electrification; shifts towards autonomous last-mile and route optimisation	Significant capex for EV fleet and charging; operational changes; risks from technology transition, if poorly managed, but efficiency gains, if executed well
Finance & Reputation	Short- to medium-term	Sustainability-linked financing terms and rising customer expectations on climate action	Cost of capital impacts and potential loss of volumes or loyalty if climate performance is seen as weak

Environmental Disclosure

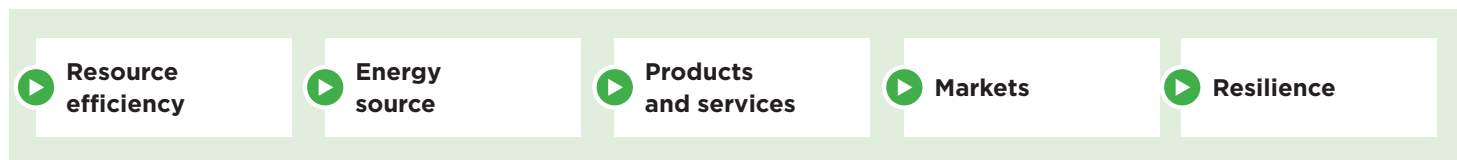
Climate-related Opportunities

Climate opportunities emerge from the global shift towards climate mitigation and adaptation, which is reshaping policies, technologies and customer expectations.

For Pos Malaysia, this transition creates potential for improved financial and operational performance as growing demand for more environmentally responsible services intersects with advances in renewable energy that can reduce operating costs and enhance energy efficiency.

The extent to which we can realise these opportunities will depend on how effectively we integrate them into our strategy and operations.

The different types of climate-related opportunities identified are outlined below:



Opportunity Category	Period	Opportunities Relevant to Pos Malaysia	Potential Benefits for Pos Malaysia
Low-carbon fleet & energy	Short-term	- Transition to electric vehicles (“EVs”) - Solar PV installations at facilities - Battery Energy Storage Systems (“BESS”) - Energy efficiency improvements across operations	- Lower fuel and energy costs - Reduced emissions - Greater operational efficiency - Stronger regulatory compliance
Green products & services	Short-term	- Carbon accounting & Scope 3 reporting - Pos Hijau carbon tracking solutions for customers - Sustainable packaging and green logistics partnerships	- Competitive advantage in ESG services - Increased customer engagement - Reduced environmental footprint - - Stronger brand reputation
Resilience & continuity	Medium-term	- Hardening critical sites against climate risks - Strengthening Business Continuity Planning (“BCP”) - Climate-proofing logistics hubs and networks	- Improved service reliability - Reduced operational disruptions - Lower risk exposure - Better long-term cost control
Green finance & investment	Long-term	- Accessing green financing - Exploring carbon credits - Sustainability-linked loans for decarbonisation projects	- Lower cost of capital - Stronger investor confidence - Support for long-term transition strategy

Environmental Disclosure

Integrating Financial Planning in Our Climate-Related Risks and Opportunities

We consider climate-related risks and opportunities in our financial planning and decision-making processes. These considerations influence the Group's operating expenditure, capital allocation and financing strategy, particularly in relation to fleet electrification, carbon pricing exposure, regulatory compliance and physical climate risks such as extreme weather events.

While some impacts are still being assessed, selected material climate-related risks and opportunities that have a direct influence on our financial planning are summarised below:

Material Climate-Related Risk / Opportunity	Nature	Risk / Opportunity	Impacted Areas of Financial Planning	Our Response
Stricter vehicle emissions and fuel regulations	Transition risk	 CAPEX, OPEX	Drives higher near-term capital intensity as we transition our delivery fleet to electric vehicles, while progressively reshaping our longer-term operating cost structure.	A phased fleet electrification strategy has been embedded into our capital planning, targeting 28% deployment of electric vehicles for first- and last-mile delivery by 2025 and full fleet electrification by 2030.
Carbon pricing / tax exposure	Transition risk	 OPEX	Creates upward pressure on operating expenditure based on projected Scope 1 emissions exposure under emerging carbon pricing regimes.	Scenario-based carbon pricing assumptions are being developed and incorporated into our operating cost forecasts and budgeting processes.
Access to capital and cost of financing	Transition risk	 Financing, CAPEX	May lead to higher financing costs or constrained access to capital in the absence of a credible transition pathway, influencing our capital allocation decisions.	We are strengthening our climate transition strategy and related disclosures to support continued access to financing and optimise our cost of capital.
Low-carbon delivery technologies (EVs, route optimisation, autonomous pilots)	Opportunity	 CAPEX, OPEX	Requires upfront capital investment, which is expected to be offset over time by reduced fuel consumption, lower maintenance costs, and improved operational efficiency.	We prioritise investments through targeted pilot initiatives and phased deployment to ensure balanced and cost-effective outcomes.
Mandatory climate-related disclosure requirements (e.g. IFRS S2)	Transition risk	 OPEX, CAPEX	Results in incremental expenditure related to data systems, reporting controls, and internal capability development to meet evolving regulatory requirements.	We are developing centralised climate data systems and enhancing internal competencies, with associated costs integrated into our budget planning.
Extreme weather events (floods, storms) affecting assets and operations	Physical risk	 CAPEX, OPEX	Increases potential asset repair and replacement costs, operational disruption, and insurance premium volatility, which are factored into our financial planning.	We are incorporating asset resilience measures, route contingency planning and periodic insurance reviews into both operational and capital planning.

Environmental Disclosure

Climate-Related Scenario Analysis

We continue to assess our strategy resilience through climate-related scenario analysis, which evaluates long-term operational risks and opportunities arising from climate change.

SCENARIO 1: 1.5°C

Net-zero world,
rapid transition
by 2050

Key Assumptions

- Faster policy tightening in the near term
- Rapid carbon pricing and subsidy removal
- Strong push for electrification and renewables

Impact on Pos Malaysia

- Higher near-term transition costs
- Stronger long-term cost savings from EVs, solar or BESS and efficiency
- Increased demand for low-carbon logistics

Strategic Response

- Accelerate EV fleet rollout
- Scale up solar PV and BESS
- Optimise routes and energy efficiency

SCENARIO 2: 2°C

Moderate
transition
by 2050

Key Assumptions

- Gradual tightening of climate policy
- Mixed transition environment
- Continued but uneven regulatory pressure

Impact on Pos Malaysia

- Moderate transition costs
- Growing customer preference for low-carbon logistics
- Need to balance transition and adaptation spending

Strategic Response

- Continue EV and charging deployment
- Expand solar or BESS selectively
- Begin targeted site hardening and stronger BCP

SCENARIO 3: 3°C–4°C

High emissions,
business as
usual

Key Assumptions

- Weak climate policy response
- Persistent reliance on fossil fuels
- More frequent and severe extreme weather events

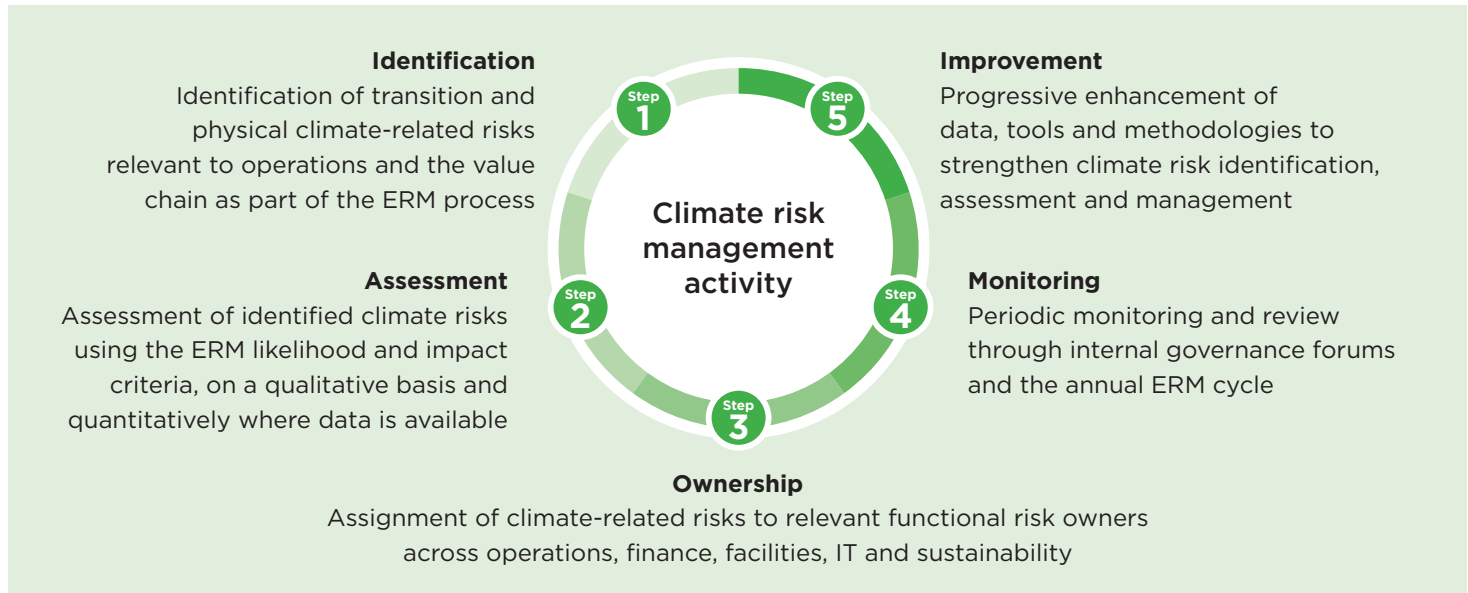
Impact on Pos Malaysia

- Physical climate-related risks dominate operations
- More delivery disruptions due to extreme weather
- Higher operating and adaptation costs
- Profit margins at risk if upgrades lag

Strategic Response

- Prioritise infrastructure hardening
- Strengthen BCP
- Develop alternative last-mile solutions
- Upgrade critical sites to maintain service reliability

Risk Management



We identify and assess climate-related risks through our established Group Enterprise Risk Management (“ERM”) framework, which integrates sustainability considerations across our business functions and management processes. The framework is overseen by our Sustainability Department, with guidance from the Risk Management Department, and is implemented through a structured, Company-wide risk management process led by designated risk owners and the Risk, Sustainability and Compliance Committee (“RSCC”). This ensures that identified risks are regularly reviewed, monitored and managed within acceptable thresholds.

Through functional risk assessments, relevant business units evaluate the potential impacts of climate-related risks on our operations, assets and financial performance. Our assessments systematically consider both transition risks — including policy and legal developments, technological changes, market shifts and reputational factors — and physical risks arising from acute events, such as floods and storms, and chronic changes, such as rising temperatures or sea levels. Each risk is evaluated based on its likelihood of occurrence and potential impact, with materiality considerations guiding our prioritisation of risk responses, mitigation measures and strategic planning.

Recognising that flooding represents one of the most significant physical risks to our operations, we proactively identify areas that may become vulnerable to flood events

and maintain an Operations Flood Business Continuity Plan (“BCP”). This plan provides clear operational guidance to support branches in sustaining critical functions during flood events and minimising operational disruption.

For more details on our key risk management approach, refer to the Statement on Risk Management and Internal Control (“SORMIC”) on pages 182 to 188.

Metrics and Targets

In FY2025, we continued to track GHG emissions across Scope 1 and 2 and selected Scope 3 categories, alongside emissions intensity metrics (e.g. per parcel and per Malaysian Ringgit), air pollutants (NO_x, SO_x and VOCs) and progress indicators on electric vehicle (“EV”) deployment, renewable electricity uptake and energy efficiency initiatives.

The Group discloses three-year histories for Scope 1 and 2 emissions, as well as selected Scope 3 categories. Furthermore, we maintained 2021 as the baseline for our climate-related targets, aligned with the launch of our Sustainability Roadmap, to ensure consistency in measuring performance and assessing the effectiveness of our decarbonisation actions. For FY2021, our Scope 1 emissions were 74,553.23 tCO₂e, while our Scope 2 emissions were 41,565.45 tCO₂e.

Environmental Disclosure

Our FY2025 reporting continues to include mobile combustion, fugitive emissions, stationary combustion and data from additional operational sites as they are integrated into our boundary. Our emissions are calculated using the operational control method in line with the organisational boundaries defined in the Scope and Basis of Scope section. All included sites are owned or leased operational facilities and are not part of any Real Estate Investment Trust ("REIT") structure.

Since 2021, our Scope 1 emissions have decreased by 29,322 tCO₂e, while Scope 2 emissions have increased by 4,912.64 tCO₂e, resulting in an overall decrease of 21.02% against the baseline. Compared with FY2024, our combined Scope 1 and 2 emissions have decreased by 10.03% year-on-year.

Gross Direct (Scope 1) GHG Emissions (Metric tonnes of CO₂ equivalent)

Year	Scope 1 – Direct Emissions (tCO ₂ e)
FY2023	63,422.34
FY2024	56,645.62
FY2025	45,231.23

1. Scope 1 emissions arising from stationary combustion and mobile combustion are calculated using data from external invoices and internal operational records.
2. Fugitive emissions are estimated using internal operational data for refrigeration, air-conditioning and fire-extinguishing equipment or systems, applying standard leak rates from the 2006 Intergovernmental Panel on Climate Change ("IPCC") Guidelines.
3. Emission factors are sourced from internationally recognised databases and technical references, including:
 - Diesel: 2025 GHG Emission Factors Hub published by the US Environmental Protection Agency ("EPA")
 - Natural gas: Carbon Emissions Factors published by The Australian Life Cycle Inventory Database Initiative ("AusLCI")
 - Liquefied petroleum gas: Global Logistics Emissions Council Framework for Logistics Emissions Accounting and Reporting (2024) and China Products Carbon Footprint Factors Database (2022)
 - Motor gasoline: 2025 GHG Emission Factors Hub published by EPA
 - Marine fuel oil: Conversion Factors 2025 published by the Department for Energy Security and Net Zero
 - Marine gas oil: Global Logistics Emissions Council Framework for Logistics Emissions Accounting and Reporting (2019) and Conversion Factors 2025 published by the Department for Energy Security and Net Zero
 - Fugitive emissions: IPCC Sixth Assessment Report, Conversion Factors 2025 published by the Department for Energy Security and Net Zero and 2025 GHG Emission Factors Hub published by the EPA

Gross Location-Based Energy Indirect (Scope 2) GHG Emissions (Metric tonnes of CO₂ equivalent)

Year	Scope 2 – Purchased Electricity Emissions (tCO ₂ e)
FY2023	40,941.31
FY2024	45,285.58
FY2025	46,487.09

1. Sources of Scope 2 emissions include purchased electricity and chilled water.
2. Scope 2 emissions arising from purchased grid and solar electricity are calculated using data from electricity bills and the 2022 Grid Emission Factor published by the Energy Commission on 25 November 2024.
3. Scope 2 emissions arising from purchased chilled water are calculated using data from supplier invoices and the conversion of kWh to kWh is using the supplier-specific coefficient of performance ("COP").

Gross Other Indirect (Scope 3) GHG Emissions (Metric tonnes of CO₂ equivalent)

Scope 3 – Other Indirect Emissions (tCO ₂ e)	FY2023	FY2024	FY2025
Category 1 – Purchased Goods and Services	67,558.20	46,471.52	22,155.31
Category 4 – Upstream Transportation	58,244.06	56,614.68	55,155.90
Category 5 – Waste Generated in Operations	-	4,290.22	2,034.22
Category 6 – Business Travel	805.18	1,272.93	1,191.25
Category 7 – Employee Commute	14,429.22	46,749.96	50,396.28

Environmental Disclosure

GHG Emissions Intensity (Based on Scope 1 and 2 GHG Emissions Only)

Company	Emission Intensity Metric	FY2023 (g CO ₂ e/unit)	FY2024 (g CO ₂ e/unit)	FY2025 (g CO ₂ e/unit)
Pos Malaysia	Intensity per mail	76.03	81.77	84.19
	Intensity per parcel	421.91	399.69	353.19
Pos Aviation	Intensity per MYR of revenue	174.08	127.02	103.26
Pos Logistics	Intensity per MYR of revenue	20.15	25.46	35.32

Air Emissions

Year	FY2023			FY2024			FY2025		
Type of pollutants	Pos Malaysia Berhad	Pos Logistics Berhad	Pos Aviation Sdn Bhd	Pos Malaysia Berhad	Pos Logistics Berhad	Pos Aviation Sdn Bhd	Pos Malaysia Berhad	Pos Logistics Berhad	Pos Aviation Sdn Bhd
NO _x (kg)	113,390.02	148,964.28	312.35	89,037.09	55,244.36	15,063.92	83,264.90	52,993.30	12,167.74
SO _x (kg)	20.17	13.39	0.18	16.91	4.97	2.03	14.21	4.76	1.26
Volatile organic compounds ("VOC") (kg)	115,675.93	8,570.91	1.07	109,883.26	3,178.58	1,700.82	74,447.45	3,049.06	1,147.13
Particulate matter ("PM") (kg)	7,834.21	4,196.18	359.58	6,797.73	1,556.18	579.38	5,680.87	1,492.77	335.88
Carbon monoxide ("CO") (kg)	475,759.72	33,837.26	3,030.51	447,600.91	12,548.76	11,056.17	308,529.12	12,037.44	6,222.83
Ozone-depleting substances ("ODS") (metric tonnes of CFC-11)		-			-		0.001046968		

Notes:

- The emission factors and methodologies were taken from the European Monitoring and Evaluation Programme/European Environment Agency ("EMEP/EEA") Air Pollution Emission Inventory Guidebook 2023.
- The categorisation of fleet in FY2023 for Pos Logistics Berhad is based on the assumption that all fleets are diesel-consuming heavy duty vehicles.
- The categorisation of fleet in FY2023 for Pos Aviation Sdn Bhd is based on the assumption that all fleets are petrol-consuming passenger cars, while the use of diesel is excluded because most of it is consumed by non-road vehicles (forklifts).
- Substances included in the calculation are HCFC-123, R-401A and R-509A.
- The source of emission factors used is from the UN Environment Programme ("UNEP").
- The ODS is calculated based on the assumption of a 3% annual leakage rate of refrigerators and air-conditioners in our buildings and vehicles.
- There were no import or export of ODS during FY2025.

Environmental Disclosure

Our Decarbonisation Strategy and Delivery Progress

We are steadfast in our commitment to aligning all future capital expenditures with our long-term GHG reduction targets and the global objective of limiting warming to 1.5°C. As part of this commitment, we are phasing out investments in carbon-intensive assets, including the full transition of first- and last-mile delivery vehicles to 100% electric by 2030.

In addition, all new capital expenditure proposals undergo a climate impact assessment, which screens for high-carbon assets, prioritises low-carbon alternatives, such as energy-efficient facilities and renewable energy installations, and evaluates the expected contribution to the Company's GHG targets to guide investment decisions.

Decarbonisation Strategy to Achieve GHG Reduction Targets

We have developed a comprehensive decarbonisation strategy to achieve our short-, medium- and long-term GHG reduction targets. The strategy addresses our main sources of emissions, including Scope 1 (fuel for first- and last-mile delivery), Scope 2 (facility electricity) and selected Scope 3 emissions (upstream fuel and energy-related emissions, business travel and supplier activities).

Key Actions

Fleet Electrification

- Transitioning conventional vehicles to electric and other low-carbon vehicles for first- and last-mile delivery

Energy Efficiency in Facilities

- Implementing LED lighting, building management systems and process optimisation initiatives

Renewable Electricity and On-Site Solar PV

- Expanding on-site solar PV installations across major facilities

Supplier Supply Chain Engagement

- Collaborating with suppliers to reduce upstream emissions across the value chain

Route Optimisation and Operational Efficiency

- Leveraging logistics technologies and route planning tools to reduce fuel consumption

Quantified Impacts

Fleet Electrification

- Based on FY2021 as the baseline year, the transition of our first- and last- mile fleet to EVs contributed to a 4.95% reduction in Scope 1 emissions, while accounting for 25.46% of the increase in Scope 2 emissions arising from higher electricity consumption. In FY2025, this transition delivered a net emissions saving of 489 tCO₂e. As of 31 December 2025, 100% of the planned 1,092 bikes and 100% of the planned 136 vans were converted to EVs

Renewable Electricity and Solar PV

- Projected to contribute approximately 10% of the Group's total GHG reduction target by 2030, with 6% of building electricity sourced from renewable energy in 2025

Environmental Compliance

- Recorded zero environmental fines or penalties in 2025

Additional Emission Reduction Initiatives

We are actively implementing other reduction measures, including facility energy efficiency, supplier engagement and route optimisation, which are expected to contribute further to GHG emissions reduction. Additionally, we are developing methodologies to track and quantify the contribution of these actions over time.

By combining quantified and ongoing actions, we are on track to achieve a 50% reduction in Scope 1 and 2 emissions by 2030, with continued progress towards long-term net-zero targets. This approach ensures that all major emission sources, including relevant Scope 3 categories, are addressed with time-bound actions that are measurable, where feasible, and supported by the ongoing initiatives.



Energy Management

Why It Matters

Energy management is a critical component of our operational transformation, as it directly influences energy efficiency, GHG emissions and the transition to low-carbon operations. Effective energy management supports cost optimisation, enhances operational resilience and contributes to broader climate objectives by reducing reliance on carbon-intensive energy sources.

The transition to energy-efficient systems also involves operational considerations, including structured planning, adequate investment, employee training and ongoing monitoring.

These ensure safe operations, minimise disruptions and support long-term system reliability and maintenance efficiency.

We are steadfast in our commitment to reducing emissions and improving energy efficiency across our operations while ensuring compliance with local and international sustainability frameworks. Our efforts include renewable energy integration, energy consumption optimisation and the implementation of efficiency-driven upgrades to strengthen our operational sustainability.

OUR APPROACH

We manage energy consumption and improve efficiency in line with our Sustainability Commitment and Energy Policy, both of which are accessible via our sustainability portal at <https://www.pos.com.my/sustainability>. Our practices comply with relevant local and international regulations, frameworks and standards, including:

- Energy Efficiency and Conservation Act (“EECA”) 2024
- Electricity Supply Act 1990
- National Energy Policy 2022-2040 (“DTN”)
- National Energy Transition Roadmap (“NETR”)
- Global Logistics Emissions Council (“GLEC”) Framework
- International Post Corporation (“IPC”)
- United Nations Global Compact (“UNGC”) Principles

Furthermore, as a member of the IPC, we align our sustainability goals with global sustainability objectives, which are tracked through the IPC’s Sustainability Measurement System.

We compile our energy consumption data from electricity bills issued by multiple suppliers, including Tenaga Nasional Berhad (“TNB”) in Peninsular Malaysia, Sabah Electricity Sdn Bhd (“SESB”) in Sabah and Sarawak Energy Berhad (“SEB”) in Sarawak. As for solar energy generation, we obtain the relevant data from the respective providers, namely Malakoff and Xenergi.

In addition, we source our fuel consumption data primarily from PETRONAS Smartpay, supplemented by petrol claims with supporting purchase receipts for certain vehicles and diesel purchases for generators (gensets), which occur on an as-needed basis rather than monthly. Energy calculations are based on actual billing and purchase data.

Environmental Disclosure

OUR PERFORMANCE

We have strengthened our operational efficiency, reduced exposure to volatile electricity tariffs and supported progress towards the Group's long-term decarbonisation goals through our ongoing energy management initiatives.

During FY2025, we achieved our 2025 target, delivering a 30% reduction in Scope 1 and 2 emissions for our Postal Segment. Our target of increasing renewable energy use to 30% by 2030 remains on track.



Solar Energy Installations



We expanded our renewable energy footprint in 2025 with the successful completion of Solar Project Phase 3, bringing total installed solar capacity from Phases 1, 2 and 3 to 5.124 MWp across 18 premises nationwide.

At full operational capacity, these installations are expected to generate approximately 3.6 GWh of clean energy annually, strengthening the Group's renewable energy portfolio and supporting lower electricity-related emissions over time. In FY2025, renewable energy accounted for about 6% of the Group's total energy consumption, reflecting the contribution of solar energy generated during the reporting year. The solar rollout implemented during the year also delivered approximately RM766,000 in electricity cost savings.

This progress also earned national and regional recognition, including awards at the National Energy Awards 2025 and the ASEAN Energy Awards 2025.

Looking ahead, the Group plans to install solar systems at a further 34 sites in Selangor, Kuala Lumpur, Negeri Sembilan and Melaka in 2026, further strengthening our renewable energy portfolio and supporting our long-term decarbonisation pathway.

Environmental Disclosure



Energy Audits and Efficiency Improvements



We strengthened our energy efficiency through energy audits conducted at four high consumption locations under the Energy Audit Conditional Grant (“EACG”) provided by the Sustainable Energy Development Authority (“SEDA”). The audits offered detailed insights into site-specific energy usage patterns and highlighted key areas for optimisation. Guided by these findings, we implemented several quick win efficiency measures, including delamping and HVAC optimisation, while also using the audit outcomes to inform longer-term upgrade planning and future energy saving investments across our facilities.



Building Energy Index Certification



We achieved National Building Energy Labelling (“NBEL”) certification awarded by the Energy Commission for 15 of our premises. In addition, the improvements in building energy performance earned national and regional recognition at the National Energy Awards 2025 and the ASEAN Energy Awards 2025, reinforcing the Group’s leadership in energy efficiency across both small or medium and large building categories.

Environmental Disclosure

Total Fuel Consumption (Gigajoule)

	FY2023	FY2024	FY2025
Total fuel consumption	861,190	742,486	593,981

Breakdown of Fuel Consumption (Gigajoule)

	FY2023	FY2024	FY2025
Diesel	452,326	349,810	338,696
LPG	N/A	12,222	14,179
Natural gas	N/A	2,129	2,339
Petrol	56,682	52,253	44,916
Residual oil			
- Marine fuel oil and marine gas oil	352,182	326,072	193,851

Electricity Consumption (Gigajoule)

	FY2023	FY2024	FY2025
Grid electricity (%)	96.4	96.4	94
Renewable energy (%)	3.6	3.6	6
Total	188,975	226,319	229,512

Total Energy Consumption (Gigajoule)

	FY2023	FY2024	FY2025
Total energy consumption	1,050,165	968,805	823,493
Reductions in energy consumption achieved (year-on-year)	82,846	81,360	145,312
Reductions in energy consumption achieved (from 1,205,407)	155,241	236,602	381,914

OUTLOOK

We will continue advancing our energy transition by expanding renewable energy deployment, enhancing energy reliability and strengthening efficiency across key facilities. We will also progress with Solar Project Phase 4, supported by Battery Energy Storage Systems (“BESS”) at major hubs, while implementing audit-driven upgrades to optimise lighting, HVAC and equipment performance.

Additionally, our ongoing energy audits, internal assessments and employee awareness campaigns will reinforce responsible energy use, complemented by efforts to renew NBEL certifications, pursue GreenPASS accreditation and participate in national benchmarking platforms. These initiatives collectively enhance operational resilience, reduce energy-related risks and support our long-term decarbonisation goals.



Water

Why It Matters

We recognise that responsible water use is important to our operations and the communities we serve. Water supports essential functions across Pos Malaysia, including sanitation, employee welfare and facility management.

Managing water efficiently helps us control operational costs, improve efficiency and minimise environmental impact, while avoiding unnecessary strain on local water resources. Through efficient use, waste reduction and cost-effective practices, we ensure continued access to clean water for our employees and surrounding communities and maintain a safe as well as hygienic working environment.

OUR APPROACH

As part of our broader environmental risk management approach under Pos Malaysia's Environmental Management Policy, we manage water use in accordance with established expectations for responsible consumption. This approach supports compliance with relevant regulatory requirements and aligns our operational practices with our sustainability objectives.

All water used in our operations is sourced from municipal suppliers and supports sanitation, employee welfare and facility management across post offices, Pos Shop outlets, warehouses and mail processing centres. Given the nature of our logistics and postal services, our direct water-related impacts are limited to facility operations and supply chain activities. We do not operate in regions identified as experiencing significant water stress and do not engage in large-scale water abstraction.

We monitor water consumption quarterly using municipal billing records to assess usage patterns and identify improvement opportunities. Although specific water reduction targets have not been established, we continue to encourage conservation through monitoring and awareness initiatives.

Our operations generate wastewater mainly from sanitation facilities, pantry activities and routine cleaning processes, which mainly contains organic matter and common household detergents. This wastewater is discharged into the municipal sewage system, where treatment is conducted by local authorities. While wastewater treatment and regulatory monitoring fall under municipal responsibility, we support responsible wastewater management by ensuring our operational activities remain compliant with discharge requirements. Through responsible operational practices, we aim to minimise wastewater generation at source while relying on municipal systems for treatment and environmental oversight.

OUR PERFORMANCE

In 2025, we continue to strengthen our water management approach by monitoring consumption through utility billing data. We also encourage mindful water use among employees to support continuous water conservation efforts across our facilities.

Total Water Consumption (Millilitre)

	FY2023	FY2024	FY2025
Total water consumption	817	742	812

OUTLOOK

We will continue to promote responsible water usage through awareness initiatives involving our employees and stakeholders. By monitoring and reporting our water consumption, we aim to strengthen our understanding of usage trends and identify areas for improvement. Additionally, we will regularly review our water usage and introduce water-saving technologies where feasible to reduce our operational water consumption.

Environmental Disclosure



Waste Management

Why It Matters

We are cognisant that postal and logistics operations generate waste across multiple touchpoints, from packaging materials and office activities to fleet maintenance and electronic equipment disposal. Without responsible management, these waste streams contribute to landfill congestion, environmental pollution and increased pressure on natural resources.

By strengthening our waste management practices, we improve cost control, optimise resource use and enhance operational efficiency. Proper waste segregation, reduction of excess packaging and responsible handling of scheduled waste, such as used oils and e-waste, help us minimise operational risks while supporting more efficient and sustainable logistics performance.

OUR APPROACH

Our waste management approach is driven by the 7R Concept, aimed at reducing waste generation, minimising environmental impact and diverting waste from landfills. This approach underpins our commitment to achieving a 30% recycling rate by 2025 and an 80% recycling rate by 2030.

We are steadfast in implementing actions outlined in our Sustainability Commitment to achieve these targets, which include:

- Responsible resource consumption and ethical sourcing in procurement
- Waste reduction through the 7R Concept, including the elimination of single-use plastics



The 7R Concept

We manage waste generated from our operations in accordance with the Department of Environment (“DOE”) regulations for scheduled waste, alongside local municipal requirements governing general waste. To uphold these standards, we appoint only licensed and certified waste contractors to carry out collection and disposal activities, ensuring that all third-party waste management practices remain fully aligned with our regulatory and contractual obligations.

To support consistent oversight, we track and monitor waste data through our Sustainability Data Collection and Reporting Procedure. Our responsible departments maintain detailed disposal records supported by receipts, invoices and consignment notes. These records are consolidated and verified by our State OSHE teams before submission to us for review and validation. The verified data is then reported quarterly to the Board through the BRSCC meeting, enabling regular monitoring of our waste management performance.

In practice, we dispose of general and food waste through licensed contractors, while scheduled waste that cannot be recovered is managed strictly in accordance with regulatory requirements. As waste collection services at most of our sites operate on fixed-fee arrangements, contractors do not consistently provide weight-

Environmental Disclosure

based reporting, resulting in data gaps, particularly for general and food waste streams. To address this limitation, we continue working closely with our service providers to strengthen tracking mechanisms, improve reporting accuracy and enhance transparency across all waste streams.

Alongside responsible disposal, we focus on diverting waste from landfill through recycling and recovery initiatives. Our Trash-to-Cash campaign and scheduled waste recovery programmes encourage the collection and resale of recyclable materials, including paper, plastics and e-waste, across our post offices, Pos Shops, warehouses and mail processing centres.

In addition, we divert scheduled waste such as used oil and batteries by selling these materials to licensed contractors for proper recovery and reuse. To support effective monitoring, we track these diverted waste streams using weight-based records provided by our recycling and scheduled waste contractors, strengthening our ability to measure waste diversion outcomes.

OUR PERFORMANCE

In 2025, we implemented several initiatives to manage waste and promote resource efficiency across our operations. These initiatives demonstrate Pos Malaysia's commitment to reducing waste, promoting reuse and embedding sustainability into both operations and community engagement.



Some of the sustainability initiatives incorporated into Pos Malaysia Run 2025



Integrated sustainability into Pos Malaysia Run 2025, engaging over 7,000 participants, through jerseys and medals made from recycled materials, alongside the use of 13,000 reusable cups at hydration stations to minimise single-use waste



Partnered with Nature Loop, a local enterprise specialising in converting plastic waste into value-added products, to collect used cable ties as raw material for manufacturing



Launched Phase 2 of the Less Paper Project across all Pos Malaysia's state offices, reinforcing efforts to reduce paper usage and promote digital practices



Conducted the quarterly nationwide Trash-to-Cash Programme, promoting responsible disposal and recycling of waste to our employees

Environmental Disclosure



Promoted recycling of used courier packaging (polymailers, bubble wraps and cardboard boxes) through the Be a goody, Get a Goodie campaign, a take-back programme in collaboration with .bungkus, a brand transforming plastic waste into sustainable daily accessories



Launched at 20 post offices nationwide to encourage responsible disposal and material recovery, the initiative offers rewards such as exclusive merchandise via lucky draws and forms part of Pos Malaysia's broader sustainability efforts



Collaborated with Komuniti Tukang Jahit ("KTJ"), a platform that empowers B40 women through upskilling and sewing employment opportunities, to upcycle used materials during the Pinktober 2025 Upcycling Workshop, supporting circular economy practices while empowering local communities

Our waste management efforts during FY2025 resulted in 290.25 tonnes of waste diverted from landfill, improved segregation practices and increased employee participation through recycling and upcycling initiatives.

Waste Generation and Diversion (Metric tonnes)

Year	FY2023			FY2024			FY2025		
	Waste Generated	Waste Diverted From Disposal	Waste Diverted to Disposal	Waste Generated	Waste Diverted From Disposal	Waste Diverted to Disposal	Waste Generated	Waste Diverted From Disposal	Waste Diverted to Disposal
Non-hazardous waste	225.10	117.10	108.00	5,070.08	323.74	4,746.34	4,309.53	257.35	4,052.18
Hazardous waste	80.05	80.05	-	42.97	42.97	-	32.90	32.90	-
Total waste	305.15	197.15	108.00	5,113.05	366.71	4,746.34	4,342.43	290.25	4,052.18

* Waste data covers less than 80% of operational sites across the Group.

Material Use (Metric tonnes)

	Non-Renewable Material	Renewable Material	Total
Total material used	33	194	227

Note:

* Data presented covers Pos Malaysia Berhad's postal and parcel segment operations for FY2025.

* Recycled content percentages are based on material composition information provided by suppliers.

OUTLOOK

As waste management remains a material priority, Pos Malaysia will continue to strive for reduction in waste intensity through operational optimisation, expanded segregation practices, reduced single-use materials and accelerated digitalisation. Enhanced data tracking and governance will support clearer targets, improved diversion rates and strengthened transparency aligned with stakeholder expectations.

Social Disclosure

Talent Development



Why It Matters

Talent development is essential to Pos Malaysia's long-term transformation and business resilience, as the Group continues to modernise its operations and reposition itself within the evolving logistics and e-commerce ecosystem. By developing core and emerging competencies, particularly in operations, technology, safety and leadership, the Group is better positioned to execute its strategic priorities, sustain service quality across its nationwide network and ensure

continuity in critical functions. A skilled and future-ready workforce supports operational excellence, accelerating digital adoption and supporting new business capabilities.

Through fostering a strong culture of continuous learning, the Group builds stability, drives organisational performance and creates long-term value for stakeholders while remaining a trusted name in logistics and postal services.

Social Disclosure

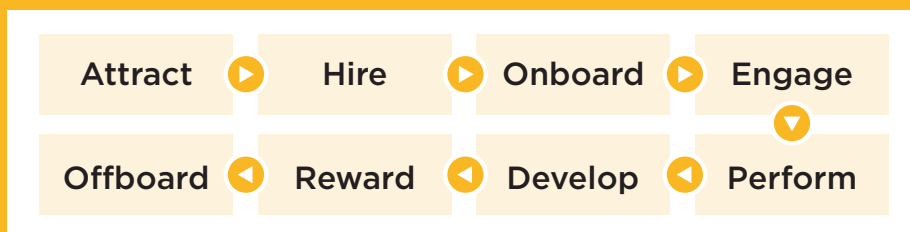
OUR APPROACH

At Pos Malaysia, we are dedicated to building a great place to work, based on our values and behaviours of Own It, Build Trust, One Team, Drive Innovation, Move Fast and Delight Customers and our guiding principle to deliver great results without compromising on respect. We ensure that all employees are treated equitably and protected from discrimination based on race, religion, gender, age, disabilities or nationality, and live the principles of fairness, integrity and respect for human rights.

In 2025, we deepened our focus on building leadership and organisational capability by engaging employees through sustainability-focused engagement sessions and blended learning programmes.

Leadership development continued building on established masterclasses on engaging communication and performance conversations, continuous improvement through Genba walks and coaching for success. The 2025 masterclass on critical thinking and making better decisions further strengthened leaders' abilities to navigate complexity and translate strategy into effective on-ground decision-making. Leaders are also equipped with skills to foster engagement and motivation, in order to create a high-performance culture where mental health and psychological safety is a priority. Together, these programmes support a culture of learning, sound decision-making and continuous improvement across the Group.

We also provide function-specific training, enhancing our operational capabilities and empowering our people to deliver excellence every day, reinforcing our position as an employer of choice. Through these initiatives, we continue to build a supportive environment that enables employees to grow, innovate and contribute meaningfully to our collective success.



Talent Attraction and Hiring

We recognise that developing and attracting a skilled and future-ready workforce is vital to advancing our organisation's long-term success. As a purpose-driven company, we are committed to fostering an inclusive culture and providing meaningful career opportunities for our employees.

We value the diverse perspectives and contributions of individuals across all roles, ages, genders, educational backgrounds, work experiences and ethnicities. Through fair and equitable hiring practices, we ensure equal access to opportunities for all candidates.

Our commitment to diversity, equity and inclusion ("DEI") extends beyond recruitment, as we strive to cultivate a workplace where employees feel respected, supported and empowered to perform at their best.

Onboarding and Employee Development

To support a seamless integration into our corporate culture, we provide a comprehensive New Employee Orientation Programme. Each new hire receives a personalised Happiness Package featuring curated Pos Malaysia merchandise, delivered to their doorstep, to create a welcoming first impression and reinforce our employee-centric values.

During their first week, employees participate in hands-on learning experiences, including accompanying postmen on delivery routes and observing parcel sorting operations, to gain practical insight into our services and standards of excellence.

Additionally, our Culture Transformation Programme connects new employees with the leadership team through dedicated engagement sessions, promoting open dialogue and alignment with our organisational vision.

Pos Malaysia provides a comprehensive benefits package to all permanent full-time employees. This includes contributions to the Employees Provident Fund ("EPF") and Social Security Organisation ("SOCSO") in accordance with Malaysian statutory requirements, group medical and hospitalisation coverage, group personal accident and life insurance, annual and medical leave entitlements under the Employment Act 1955 (as amended in 2022), and retirement benefits under the Group's defined benefit plan for eligible employees. Flexible work arrangements are available subject to role and operational requirements. Contract and temporary employees receive statutory minimum benefits as required under Malaysian labour law.

Labour Management Relations

Employees affected by significant operational changes can raise concerns through internal channels within seven working days after the change is communicated. Management reviews each case on a case-by-case basis and employees may escalate issues through their union or HR if needed, ensuring that concerns are addressed fairly and in a timely manner.

Our Policies and Frameworks

We uphold the highest ethical standards through our Code of Conduct and Business Ethics, which clearly defines expectations for professionalism and integrity. This commitment to responsible conduct is further strengthened by our Sustainability Commitment Policy Statement and our Safety, Health and Environment Policy, which reinforce our focus on employee welfare. Additionally, our People Policy reflects our unwavering commitment to ethical practices, inclusivity and well-being of every employee across our organisation.

Pos Malaysia provides parental leave in accordance with the Employment Act 1955, as amended in 2022. Female employees are entitled to 98 consecutive days of paid maternity leave. Male employees are entitled to seven (7) days of paid paternity leave per confinement, for up to five confinements. All employees on parental leave retain their employment rights and are entitled to return to the same or an equivalent position upon completion of their leave.

These policies are rooted in both our legal obligations and corporate values, ensuring that all employees are protected, empowered and supported throughout their journey with us. They are as follows:



Sexual Harassment

We ensure a safe working environment that is free from any form of harassment, where each employee is treated fairly, with respect, trust and dignity.



Child Labour

We strictly prohibit the employment of children, ensuring that no person below the age of 18 is employed by us in any capacity or for any purpose.



Discrimination

We implement non-discriminatory recruitment practices, such as outreach programmes to engage candidates from underrepresented or underprivileged communities, providing equal opportunities for professional growth.



Disciplinary Management (Misconduct)

In upholding a safe and positive working environment free from discrimination, harassment and bullying, we reserve the right to take appropriate disciplinary action against any employee who breaches or acts contrary to the employment contract (Collective Agreement, the Code of Conduct, the Terms and Conditions of Service, or any of our policies) with us.



Human Trafficking and Forced Labour

We are committed to upholding and promoting human rights and international labour standards across our operations, as we maintain a zero-tolerance policy on all forms of forced or compulsory labour, including indentured or military labour, and any form of slavery, human smuggling or human trafficking.



Excessive Working Hours

We adhere to the Employment Act 1955 and its 2023 amendments, where working hours are continuously monitored to prevent excessive workloads and safeguard employee well-being.



Equal Work, Equal Pay

We actively analyse pay disparities to ensure fairness across the Group. In line with our commitment under the UN Global Compact Forward Faster initiative, we aim to achieve equal pay for work of equal value by 2030, ensuring that employees earn a living wage by the same year.

Social Disclosure

Freedom of Association and Collective Bargaining

We uphold the right of our employees to form or join any trade unions of their choice, as we support fair and equitable treatment of all employees, regardless of their union membership or activities, provided such membership or activities do not unlawfully compromise the Group's legitimate business interests or reputation.

With regards to our employees' terms and conditions of employment, we maintain a collaborative, cooperative and respectful relationship with our trade unions through a process of collective bargaining, as part of the Code of Conduct for Industrial Harmony.

We ensure that all employees, including those not covered by collective bargaining agreements, receive the same fair treatment, working conditions and employment terms as unionised employees. We meet with respective unions every three years to finalise a collective agreement, with a six-month notice period for consultation and negotiation regarding the terms of agreement.

OUR PERFORMANCE



841

Programmes
for Employee Skills
Development and
Culture Change



94%

Employees Trained
With a Minimum
of 1 Development
Opportunity



RM5.08

million

Total Investment
for Learning and
Development



RM314.10

**Average Training
Investment
per Employee**



238,903

Total Hours
of Learning and
Development

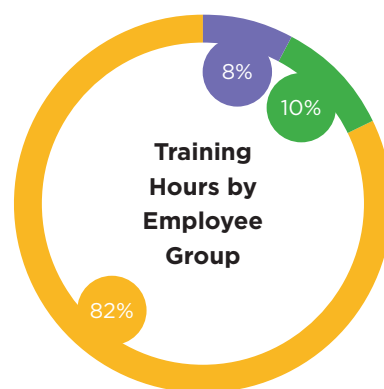


15 Hours

**Average Training Hours
per Employee**

Number of Employees	2023	2024	2025
Female	4,059	4,014	3,956
Male	13,135	12,415	12,217
Total	17,194	16,429	16,173

	Male	Female
Total Number of Employees	12,217	3,956
Total Number of Training Hours	163,755	75,148
Average Training Hours per Year per Employee	13	19



- **Management**
18,397 hours
- **Executives**
24,822 hours
- **Non-Executives**
195,684 hours

Real-Time Feedback With Kyzense

In 2025, our employee engagement rate via Kyzense was 76%, a 1% increase from 2024, which was 75%.

We continue to leverage Kyzense to strengthen employee engagement and responsiveness. Unlike traditional surveys that rely on manual processes and delayed feedback, Kyzense enables timely action through automated features and interactive tools, including gamification and mobile accessibility, with wellness options to be introduced. Insights generated from the platform are further complemented by focus group discussions, reinforcing collaboration and supporting continuous improvement across the organisation.

Advanced Learning

We are committed to achieving 100% participation for our leadership programme for over 2,500 leaders and supervisors to build leadership skills, knowledge and behaviours. To strengthen the quality of decision-making and navigate ambiguity through critical thinking and data-driven decision-making, we launched our Masterclass 6 for our emerging middle-management and senior leaders. The two-day programme was facilitated by members of our Senior Leadership Team where cross-functional teams were formed to address real-life business challenges and opportunities across an eight-week sprint. Similar to a capstone project, these teams worked on real organisational challenges alongside senior management mentors on topics and in an environment that challenged themselves as Wira Leaders. The programme aimed to enhance leadership competencies, encourage cross-functional collaboration and prepare participants for future leadership roles. It was successfully completed by 205 employees.

Fostering a Values-Driven Culture

Launched in 2025, to truly make sustainability a part of our journey to #BeBetter, our Wiras participated in The Wira Way: We Deliver Sustainably. Accredited by UN Global Compact Network Malaysia and Brunei (UNGCMYB). This programme is an interactive learning platform designed to align employees with Pos Malaysia's sustainability aspirations. In line with our commitment to achieve 100% coverage for defined groups or programmes, this programme achieved a 100% completion rate and goes beyond knowledge-sharing. It explains the Group's sustainability agenda, targets and progress, strengthening

collective understanding and engagement. This is critical for the sustainability of our organisation and the role we play in achieving our sustainability goals.

Ensuring Fair and Transparent Performance Appraisals

Our performance appraisal process is designed to uphold fairness, transparency and meritocracy by aligning individual responsibilities with business objectives. This ensures equitable evaluations, promotions and talent recognition, free from bias.

In 2025, we achieved a 100% appraisal completion rate, reflecting our strong commitment to accountability, continuous development and a culture of inclusivity, professional excellence and equal opportunity.

OUTLOOK

Going forward, Pos Malaysia will continue to strengthen its talent development strategy to equip employees with the skills, capabilities and growth opportunities needed to meet evolving business demands. To address risks such as skill gaps, uneven training access and limited succession readiness, the Group will enhance structured learning pathways through targeted upskilling programmes aligned with current and future competency needs. Greater emphasis will be placed on expanding digital learning platforms, leadership pipelines and development programmes for critical roles, while improving access across regions and employee segments. Ongoing monitoring of learning outcomes and employee feedback will guide continuous improvement, ensuring programmes remain relevant and effective in building a resilient, agile and future-ready workforce.

Social Disclosure



Occupational Safety and Health



Emergency evacuation and fire drill exercise

Why It Matters

We are steadfast in ensuring the safety and health of our employees as they are among our most important assets. By shielding them from injury, illness and accidents, we reduce interruptions to our operations, enhancing productivity and sustaining our financial performance. In addition, fostering a culture that prioritises their well-being boosts engagement and loyalty.

OUR APPROACH

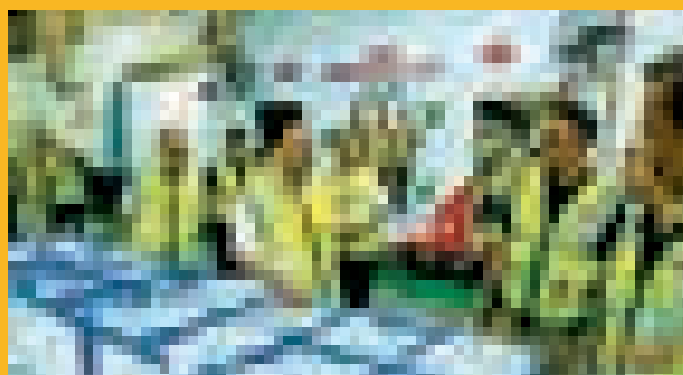
We take a safety-centric approach that fully complies with safety and health laws, primarily the Occupational Safety and Health (Amendment) Act 2022 and its related regulations, codes of practice and guidelines. As at 31 December 2025, 100% of Pos Malaysia's employees across all operational sites are covered by the Group's Occupational Safety and Health management system.

Our approach is also guided by Pos Malaysia's first strategic pillar of fostering a highly motivated, engaged and safe workforce, which underscores our firm dedication to their well-being. We emphasise the safety of people, who include our employees, contractors, customers, relevant stakeholders and the wider community, through a comprehensive nationwide safety culture programme. It comprises strict safety and work protocols, ongoing training available online and offline, safety campaigns, strategic partnerships and significant investments into innovations designed to prevent accidents.

Pos Malaysia's occupational safety and health team performs regular inspections of vehicles and workplaces, Gemba Walks, Safety Standdowns and Safety Huddles. Furthermore, the team conducts investigations into incidents, compare our progress against annual safety targets and prepare quarterly accident reports that are reviewed and discussed during the Safety and Health Corporate Committee ("SHSCC") and Risk and Sustainability Corporate Committee ("RSCC") meetings and further escalated to the Board Risk, Sustainability and Compliance Committee ("BRSCC"). At the Board level, the Chair of the BRSCC is responsible for oversight of health and safety risks across the Group. The Board of Directors are updated monthly on Group-level safety and health performance, ensuring strong oversight of risks.

We mitigate health and safety risks through key measures such as risk assessments, due diligence on new operations or projects and ongoing enhancements of our processes and protocols. To drive continuous improvement, we have targeted zero fatalities and a 5% reduction in Loss Time Injury Frequency Rate ("LTIFR"), in addition to carrying out benchmarking exercises to adopt industry best practices. Safety performance is monitored and communicated on weekly basis in Wira Huddles,

with trends reviewed by Management and relevant committees to assess the effectiveness of existing controls and identify areas requiring improvement. In addition, health and safety performance is benchmarked against applicable regulatory requirements, recognised industry best practices and internal alignment in terms of documentation and best practices with international standards such as ISO 45001:2018. Insights from monitoring and benchmarking exercises are incorporated into action plans to further enhance operational controls, drive continuous improvement, and prevent potential negative impacts across the Group.



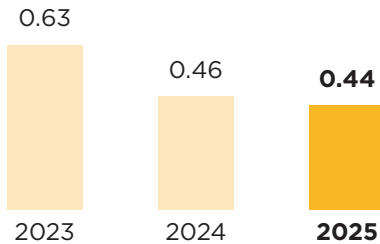
Pos Malaysia experienced a work-related incident resulting in a fatality. The incident was thoroughly investigated by a dedicated occupational safety and health ("OSH") investigation team, and findings were reported to the relevant authorities, including the Department of Occupational Safety and Health ("DOSH"). Following the investigation, corrective actions were implemented across the Group, including company-wide safety standdowns, staff alerts on relevant OSH issues, and updates to operational procedures. Preventive measures were also strengthened, such as road hazard mapping updates, revisions to the Hazard Identification, Risk Assessment and Determining Control ("HIRADC") to address risks associated with stationary vehicles, implementation of the Road Safety Policy, completion of defensive riding training and personal protective equipment ("PPE") provision and enforcement of PPE for all riders, and the rollout of hazard prediction e-learning modules. These actions reflect Pos Malaysia's commitment to continuous improvement in occupational health and safety management.

Social Disclosure

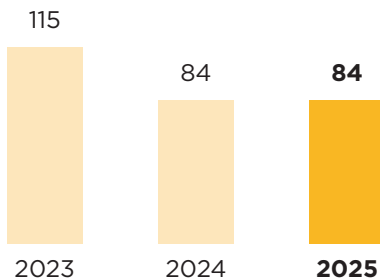
OUR PERFORMANCE

Year-on-Year Accident Data

Group Lost Time Injury Frequency Rate ("LTIFR")



Number of Work-Related Accidents



Number of Work-Related Fatalities



Number of Staff Trained on Health and Safety Standards for the Year Ended 31 December

2023 12,528 | 2024 14,540

2025 **13,559**

* Overall percentage of workforce trained on safety and health: **84%**



LTIFR decreased by **4.35%** year on year

Remarks: The calculation of LTIFR is based on the international benchmark of 200,000 hours, covering a total of 16,173 employees as of 31 December 2025. Lost Time Injury (LTI) refers to workplace injuries that result in employees being unable to discharge their duties during regular working hours. LTIFR reflects both productivity and employee safety.

Pos Malaysia currently captures work-related health incidents within the Group's overall accident and injury reporting framework, which is monitored and reviewed quarterly by the RSCC and BRSCC. Occupational health risks identified through our HIRADC process include musculoskeletal strain from repetitive lifting and sorting activities, and heat stress for outdoor delivery personnel, both of which are actively mitigated through ergonomic guidelines, scheduled rest breaks and personal protective equipment provision. a physically demanding job that requires constant lifting and driving around the clock in all weather conditions. In 2025, the Group recorded one work-related fatality related to a road accident. Following the incident, the Group carried out various initiatives to ensure our workforce adheres to our stringent safety standards, aimed at strengthening road safety and preventing recurrence. Various benchmarking exercises were conducted to adopt best practices in occupational safety and health, and Pos Malaysia also worked closely to implement and utilize digital safety initiatives, particularly the use of telematics for electric vehicles to monitor and improve driving safety behaviours. The following section outlines some of the measures taken to address the risks relevant to the incident.

OUR INITIATIVES

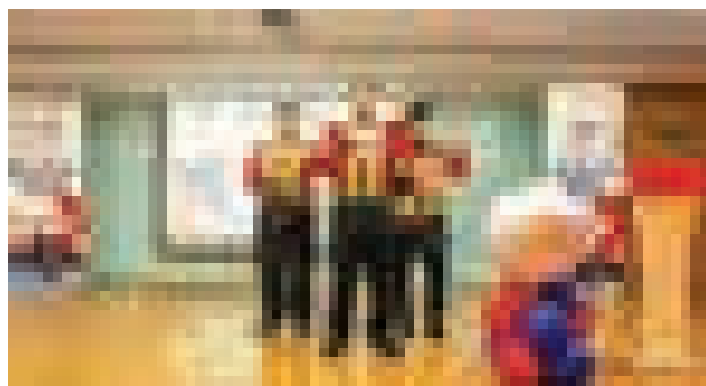
We Deliver Safely

We Deliver Safely (“WDS”) is our nationwide safety and health initiative, reaching all 16,000 Pos Wiras through interactive, multi-activity learning sessions delivered by in-house trainers under the Train the Facilitators (“TTF”) programme. Covering five priority areas: Workplace Safety, Fire Safety, Emergency Response, Transportation Safety and Employee Wellbeing.

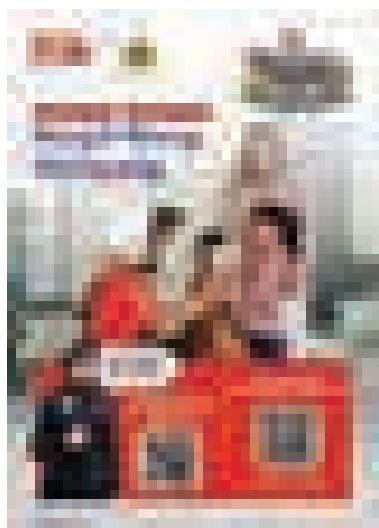
In FY2025, key enhancements included the appointment of 360 OSH Coordinators, the delivery of Defensive Driving Training (“DDT”) for heavy vehicle operators, and nationwide rollout of 17 Automated External Defibrillator (“AED”) units. We have also achieved 100% completion rate for AED and Cardiopulmonary Resuscitation (“CPR”) training, Online DDT refresher training for van and motorcycle riders, as well as Basic OSH at the Workplace e-learning module.

Strategic Alliances and Partnership

In FY2025, Pos Malaysia strengthened its safety collaborations with key institutions including DOSH, JPJ, MIROS, PERKESO, MSOSH, the Alliance for a Safe Community and several universities.

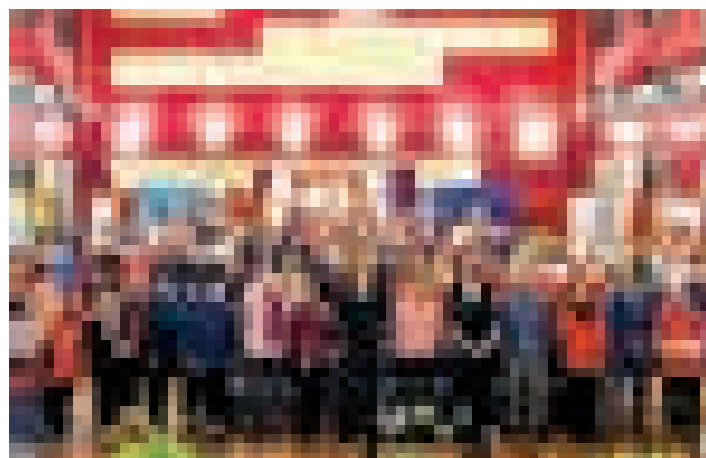


We Deliver Safely Pledge Citation



Road Safety Awareness Campaign in Collaboration with JPJ

A key initiative with JPJ was the “Tanggung Dengan Bijak” road safety awareness campaign, which produced five educational posters for public distribution. This was complemented by the Program Komuniti Keselamatan Jalan Raya, through which Pos Wiras received pocket talks, practical clinics and interactive sessions to reinforce safe driving habits.



GLC OSH-NET Road Safety Leadership Summit 2025

In conjunction with World Day for Safety and Health at Work 2025, Pos Malaysia hosted the GLC OSH-NET Road Safety Leadership Summit at PosCODE, drawing nearly 200 participants from JPJ, DRB-HICOM subsidiaries, OSH practitioners and Pos Wiras.

Officiated by YBhg. Datuk Jazmanie Shafawi of JPJ, the summit launched road safety campaign materials and concluded with a Poster Making Competition for children of Pos Wiras, a fitting reminder that road safety is ultimately a commitment to the people we come home to.

Social Disclosure

Human Rights



Sports Fiesta 2025

Why It Matters

Human rights are fundamental to Pos Malaysia's commitment to operating responsibly and sustainably. By upholding the dignity, fair treatment and ethical conduct of all individuals connected to our operations, we strengthen trust with employees, customers, suppliers and the communities we serve. This also enhances our reputation and employee retention.

Potential legal risks arise if we do not proactively manage or respect human rights. These include inconsistent policy understanding

across operations, gaps in suppliers' and contractors' labour standards and potential delays in grievance handling or issue escalation. Given the scale and geographic spread of our activities, uneven policy implementation and weak oversight could undermine stakeholder trust and expose the Group to reputational and legal risks. These challenges underscore the importance of continuous monitoring, effective communication and ongoing capability-building to safeguard human rights throughout our value chain.

OUR APPROACH

As Malaysia's national postal service, we comply with relevant laws and promote social justice through fair labour practices, improved working conditions and ethical business conduct across our value chain. Our approach is supported by structured industrial relations, clear company-wide policies and strong expectations of responsible behaviour among employees and business partners. This ensures accountability in the delivery of essential postal and courier services nationwide.

We are dedicated to protecting human rights through strict compliance with national labour laws, including the Employment Act 1955 and its 2023 amendment, as well as international conventions such as the International Labour Organization conventions that prohibits child labour and safeguard the rights and well-being of young workers. We strictly adhere to the legal minimum working age and do not engage in operations or work with suppliers in sectors associated with child labour or hazardous work for young persons. Our commitment to responsible labour practices is embedded in our Policy on Attraction, Acquisition, Onboarding, Mobility and Offboarding. We also maintain

a zero-tolerance approach towards forced or compulsory labour, including indentured or military labour, as well as all forms of slavery and human trafficking.

Our human rights management is further guided by our People Policy, which covers key principles such as freedom of association, fair disciplinary practices, non-discrimination and the protection of vulnerable groups. These commitments shape our due diligence processes, risk assessments and operational safeguards, ensuring that human rights and labour standards are consistently upheld across our organisation and value chain.

To support the upholding of human rights, we implement a range of initiatives, such as:

- Regular training programmes on workplace ethics and human rights
- Anonymous grievance channels for reporting violations
- Supplier audits to ensure compliance with labour and human rights standards
- Inclusion and diversity initiatives to promote an equitable workplace

OUR PERFORMANCE

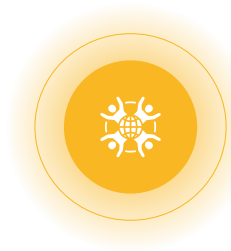
Pos Malaysia maintains strict adherence to labour laws and regulations, implements internal policies on non-discrimination and fair labour practices and requires suppliers to comply with these standards. We uphold these standards through regular audits. Employees and contractors are educated on their rights and reporting channels are available for any concerns.

Based on internal assessments, none of the Group's locations or suppliers are considered a significant risk of forced or compulsory labour, child labour or hazardous work for young workers.

OUTLOOK

Going forward, Pos Malaysia will continue to strengthen its human rights governance by improving awareness and understanding of relevant policies among employees, supervisors and vendor-facing teams. We will reinforce expectations on ethical conduct and expand supply chain due diligence to ensure business partners uphold comparable standards of fairness and respect. The Group will also enhance confidential reporting channels and strengthen timely, transparent grievance resolution processes. Together, these efforts aim to foster a stronger culture of respect and accountability, ensuring that human rights are consistently upheld across our operations and business relationships.

Social Disclosure



Diversity and Inclusivity



Hari Malaysia 2025 celebration

Why It Matters

Diversity and inclusivity are essential for creating an inclusive workplace where we value diverse perspectives, enhance engagement and drive innovation. Furthermore, a diverse and inclusive workforce improves organisational culture, strengthens employee retention and supports ethical business practices by fostering fairness and minimising biases.

In addition, emphasising diversity, equity and inclusion (“DEI”) enables us to better respond to the diverse needs of our customers and stakeholders while reinforcing our commitment to social responsibility and human rights. Through transparent and inclusive implementation, we strengthen trust among our employees, promote collaboration across our organisation and cultivate a supportive workplace culture that drives sustainable growth and shared success.

OUR APPROACH

We are committed to fostering a workplace where all employees are treated with fairness, dignity and equal opportunity. This commitment is supported by our Policy on Attraction, Acquisition, Onboarding, Mobility and Offboarding, which integrates DEI principles across the entire employee lifecycle, from recruitment through career development and transition.

The principles of diversity and Inclusivity are also embedded within our broader People Policy, which commits us to equal work, equal pay; non-discrimination and a respectful workplace environment. These commitments guide our initiatives to build a workforce that reflects Malaysia's diversity and ensures inclusive opportunities for all employees, regardless of gender, age, ethnicity or background.

To strengthen inclusive practices, we actively review our policies and procedures through a gender-equity lens to prevent bias and occupational segregation. We have endorsed the United Nations Global Compact's Women's Empowerment Principles ("WEPs"), reinforcing our commitment to advancing gender equality and empowering women in the workplace. We also utilise the WEPs Gender Gap Analysis Tool to identify areas for improvement and enhance our organisational practices.

Our commitment to gender diversity is reflected in our leadership composition, with women representing 49% of leadership roles across all levels of the organisation in 2025.

We respect our employees' rights to freedom of association and collective bargaining, supporting participation in trade unions and employee representation in accordance with applicable laws and regulations. Additionally, we endeavour to foster a work environment that is fair, transparent and free from bias. In support of this commitment, we have implemented several initiatives to embed DEI practices across our organisation, including:

Diversity awareness campaigns	Carried out regularly to foster cultural understanding and reduce unconscious bias
Leadership training on DEI	Aimed at developing inclusive leadership abilities among managers and senior employees
Hiring practices overhaul	Implemented blind recruitment and outreach programmes to engage candidates from underrepresented communities

Pos Malaysia has taken targeted actions to promote workforce diversity, equal opportunities and reduce discrimination across the Group. These actions are guided by the Group's non-discrimination principles and applied throughout recruitment, talent development and workplace practices.

Gender

The Group actively promotes gender equality and women's participation across all levels of the organisation. Pos Malaysia has implemented initiatives to develop and advance female talent, particularly in managerial and leadership roles. In 2025, women comprise 49% of managerial positions, above the target of 45% set to be achieved by the end of 2025. In addition, the Group has endorsed the WEPs, reinforcing its commitment to workplace gender equality, inclusive leadership and fair career advancement.

Race

In addition to policy-level commitments on equal opportunity and non-discrimination, Pos Malaysia fosters an inclusive workplace culture through initiatives such as multicultural and festive celebrations that encourage respect and appreciation across different races and religions.

Religion

Pos Malaysia supports religious inclusion through reasonable workplace accommodations and flexible arrangements, implemented based on employees' needs and operational feasibility.

Age

Pos Malaysia provides retirement benefits in line with the Malaysian Minimum Retirement Age Act 2012. The defined benefit plan is open to eligible employees, ensuring fair treatment and financial security for staff reaching retirement age, supporting workforce stability and age inclusivity. In addition, Pos Malaysia conducted targeted health screenings for senior employees to detect age-related health risks and support their overall well-being.

Sexual Orientation

Pos Malaysia ensures an inclusive and non-discriminatory workplace through clear reporting channels that allow employees to raise concerns related to discrimination or harassment, regardless of sexual orientation, gender, age or position. All reports are treated confidentially, and employees are protected against reprisals.

Persons With Disabilities

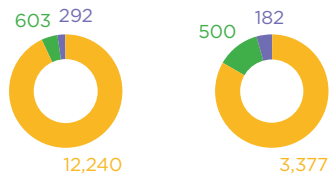
The Group supports inclusive employment practices for persons with disabilities by ensuring fair treatment in recruitment and employment, subject to role suitability and safety considerations. Workplace practices emphasise dignity, respect and equal opportunity.

Social Disclosure

OUR PERFORMANCE

Employee Category

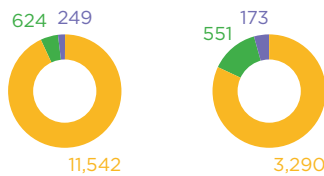
Gender



Male

Female

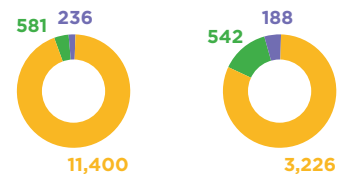
2023



Male

Female

2024

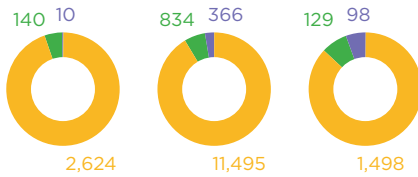


Male

Female

2025

Age Group

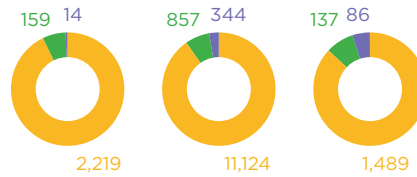


<30 years

30-50 years

>51 years

2023

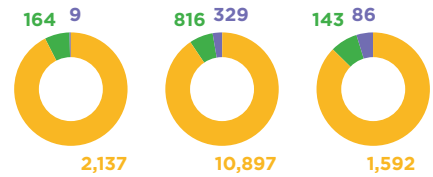


<30 years

30-50 years

>51 years

2024



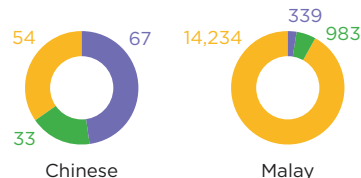
<30 years

30-50 years

>51 years

2025

Ethnicity



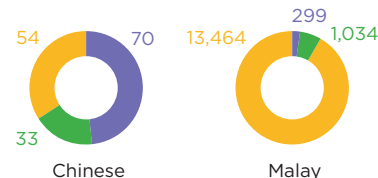
Chinese

Malay

Indian

Others

2023



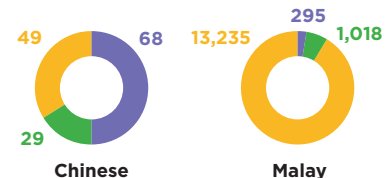
Chinese

Malay

Indian

Others

2024



Chinese

Malay

Indian

Others

2025

Legends

Management

Executive/Middle Management

Non-Executive/Frontliners

Employment by Gender

Year	FY2023			FY2024			FY2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Number of permanent employees	3,929	12,699	16,628	3,884	11,852	15,736	3,838	11,600	15,438
Number of temporary employees	104	371	475	103	465	568	90	522	612
Number of full-time employees	4,033	13,070	17,103	3,987	12,317	16,304	3,928	12,122	16,050
Number of part-time employees	26	65	91	28	97	125	28	95	123
Number of total employees	4,059	13,135	17,194	4,015	12,414	16,429	3,956	12,217	16,173

New employee hires during the reporting period, by age group, gender and region.

	2023	2024	2025
Gender			
Male	1,106	1,067	1,479
Female	474	499	394
Age Group			
Under 30	1,121	1,124	1,334
Between 30-50	424	427	530
Above 50	35	15	9
Region			
Peninsular Malaysia	1,377	1,348	1,460
East Malaysia	203	218	413

Social Disclosure

Employee Turnover During the Reporting Period, by Age Group, Gender and Region

	2023	2024	2025
Gender			
Male	1,591	1,484	1,394
Female	500	444	388
Age Group			
Under 30	923	744	825
Between 30-50	1,025	1,005	773
Above 50	143	179	184
Region			
Peninsular Malaysia	1,907	1,778	1,565
East Malaysia	184	150	217

Total Number of Turnover by Employee Category

Employee Category	2023	2024	2025
Management	137	129	87
Executive	108	178	130
Non-Executive	1,846	1,621	1,565

Turnover Rate

Employee Category	2023	2024	2025
Turnover rate (%)	11.86	11.42	10.90

** 0.29% staff with a disability

*** Data covers all employees in the Group (16,173)

Partnership with LeadWomen

In 2025, we partnered with LeadWomen to host an International Women's Day event themed "Accelerate Action", focused on amplifying the voices and experiences of women across different generations. The session enabled meaningful cross-generational dialogue and the exchange of diverse perspectives, strengthening mutual understanding and allyship. The event brought together 28 female leaders from across our organisation and more than 70 external corporate leaders and DEI practitioners, expanding our leadership network, reinforcing our commitment to gender equity, and positioning the organisation as an active contributor to the broader DEI ecosystem.



OUTLOOK

Looking ahead, we will continue strengthening our practices to mitigate risks and ensure equitable treatment across the organisation.

We will also continue to monitor workforce representation, particularly among women, younger employees and other underrepresented groups, to identify gaps and strengthen targeted interventions. Ongoing engagement through employee surveys, dialogue platforms and structured feedback mechanisms will enable us to surface inclusion challenges early and address them proactively.

To build a sustainable frontliner talent pipeline for 2026, Pos Malaysia is collaborating with Dapur Digital, an initiative by Pepper Lab that empowers B40 women, enabling continuous engagement with low-cost housing communities and reinforcing our role as a responsible and preferred employer. This includes expanding awareness and training programmes to help employees and leaders recognise and address bias, reinforcing fair and transparent recruitment, promotion and talent development processes, and ensuring that our workforce policies reflect and support diverse employee needs.

Through these efforts, we aim to cultivate a culture where every employee feels respected, empowered and able to thrive, supporting Pos Malaysia's goal of building a fair, inclusive and future-ready workplace.

Social Disclosure



Community Investment



Why It Matters

Community investment is central to Pos Malaysia's responsibility as a national logistics provider, connecting people, businesses and communities across the country. Beyond service delivery, we play a pivotal role in advancing social equity, strengthening community resilience and supporting Malaysia's long-term socioeconomic development.

Through programmes that improve livelihoods, expand access to education, deliver disaster assistance and promote environmental stewardship, we help underserved communities access essential services while upholding human rights and inclusive growth principles. These efforts build public trust, strengthen stakeholder relationships and reinforce the Group's position as a socially responsible organisation committed to creating shared value.

OUR APPROACH



We manage our community investment efforts through the Corporate Social Responsibility (“CSR”) Policy, which guides how the Group delivers positive, meaningful social impact. The policy is anchored on Pos Malaysia’s purpose, values and operational strengths, ensuring that community initiatives are aligned, strategic and implemented consistently across the Group.

Under the Pos Care framework, we structure our community initiatives around three pillars:

	Community & Well-Being Supporting community development initiatives and providing access that improves education, health and economic empowerment conditions, focusing on underserved internal and external communities		Logistics & Network Leveraging Pos Malaysia’s logistics, delivery network and operational capabilities to enhance connectivity and support social outcomes through NGOs, social enterprises and other relevant stakeholders		Partnerships & Volunteerism Promoting meaningful engagement with communities through strategic collaborations with local organisations and stakeholders and encouraging employee participation in volunteer and community investment activities
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In addition, we encourage our employees to actively participate in community and charitable initiatives through volunteering programmes and internal recognition. We acknowledge volunteering efforts via Pos Care campaigns, internal newsletters and awards such as “We Support You”, highlighting employees’ contributions to social causes. To facilitate engagement, we have established accessible channels and opportunities for employees to contribute, including organised volunteer missions, workshops and donation drives. We support our people’s participation through clear communication, flexible scheduling and partnerships with external organisations, allowing employees to engage meaningfully in community initiatives while balancing operational responsibilities.

We also provide communities with a dedicated grievance channel, including the Pos Care Customer Helpline, and respond promptly to feedback and concerns to ensure accountability and maintain responsiveness. Our robust internal policies further guide programme governance and help ensure measurable outcomes and sustained impact. These efforts align with the United Nations Sustainable Development Goals (“SDGs”), particularly SDG 4 (Quality Education), SDG 13 (Climate Action) and SDG 16 (Peace, Justice and Strong Institutions), reinforcing our commitment to responsible and inclusive development.

Social Disclosure

OUR PERFORMANCE

We continue to drive community impact through initiatives that combine partnerships, employee engagement and direct support to communities. This approach enables us to respond effectively to diverse social needs while advancing inclusive growth across Malaysia.

	FY2023	FY2024	FY2025
Investments in CSR	RM538,859	RM385,934	RM401,703
Number of Beneficiaries Impacted	59,938 individuals and families	50,206 individuals and families	64,297 individuals and families
Financial Contributions	50.3% of total CSR funds	37.2% of total CSR funds	43.1% of total CSR funds
Value-in-Kind Services	49.7% of total CSR funds	62.8% of total CSR funds	56.9% of total CSR funds
Total Volunteers Mobilised	145 volunteers	157 volunteers	347 volunteers
Total Volunteering Hours Contributed	1,415 hours	1,606 hours	4,650 hours

Pos Malaysia conducts ongoing assessments of its operational footprint in relation to the communities it serves. In FY2025, no operations were identified as having significant actual or potential negative impacts on local communities. Community feedback is monitored and responded to on an ongoing basis. The Group will continue to strengthen its community impact assessment processes as part of the PosCare Playbook governance framework in FY2026.



Logistics & Network

> Ubat Melalui Pos

Through Ubat Melalui Pos (“UMP”) service, we continued to support healthcare accessibility by delivering prescribed medications directly to patients’ doorsteps. In 2025, we delivered 665,994 prescription parcels nationwide, improving convenience while ensuring continued access to essential healthcare services.

> TRAFFIC — Wildlife Protection

Through enhanced monitoring and operational vigilance, Pos Malaysia intercepted 25 wildlife smuggling attempts in 2025 across our parcel network, supporting biodiversity protection efforts and reinforcing our commitment to combating illegal wildlife trade.

> Posmen Komuniti

Posmen Komuniti strengthens postal and courier connectivity in rural and remote regions, ensuring communities in Sabah and Sarawak have reliable access to essential delivery services. In 2025, the programme reached 3,590 villages and supported 265,082 delivery points in both states, while continuing to provide meaningful rural employment. As of January 2026, the initiative is supported by 463 Posmen Komuniti (“PKs”) and 162 Wakil Posmen Komuniti (“WPKs”), sustaining vital last-mile access and income opportunities for underserved communities.

> **Delivery4Good — Books for a Better World**

Through the Delivery4Good programme, 86 cartons of books were collected from Puchong, Selangor, and delivered to Butterworth, Penang, supporting the launch of a new literacy outlet at the Straits City Concept Centre. The initiative expanded access to reading materials and encouraged educational development within the local community.



Partnerships & Volunteerism

> **Post Relief Mission @ Putra Heights**

Following the Putra Heights gas explosion, 11 Pos Malaysia employees joined DRB-HICOM's relief mission to support affected families through clean-up activities and donation handovers. The initiative was carried out in collaboration with DRB-HICOM, Dana Kita, and Bomba Sukarelawan Gombak, supporting immediate recovery efforts within the impacted community.

> **Post-Flood Relief Mission — Kelantan**

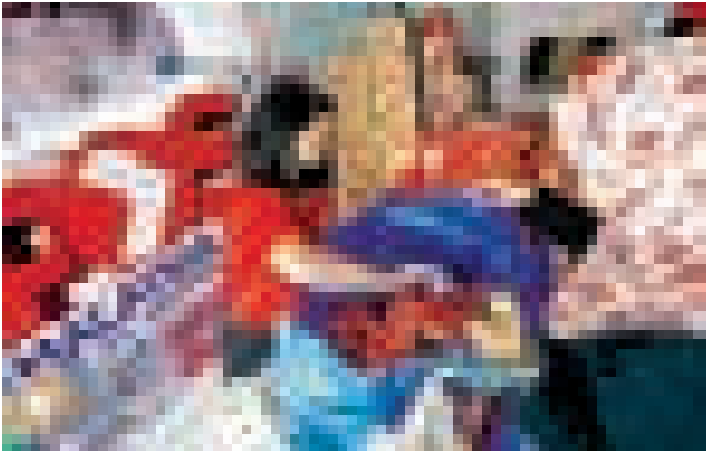
A total of 80 volunteers, including 26 Pos Malaysia Wira Kelantan members, collaborated with DRB-HICOM, ISUZU HICOM, Kelab ISUZU DMAX, Balai Bomba Sukarela Gombak and Dana Kita to support flood-affected communities in Pasir Mas and Tumpat. Volunteers conducted cleaning, painting and repair works at mosques, schools and suraus across four locations, helping restore essential community facilities and accelerate local recovery efforts.

> **PPKI School Visit — SMK Bandar Tasik Selatan**

Eleven Pos Malaysia volunteers engaged with 24 special needs students from the Program Pendidikan Khas Integrasi ("PPKI") through hands-on postal-related activities, including folding Kotak Keceriaan, stamping postcards and participating in interactive tasks. This initiative enhanced practical learning, promoted inclusivity and reinforced the Group's commitment to supporting special needs education.



Social Disclosure



> Pos Malaysia x Free Pads Day Initiative

In collaboration with BLOOD, a local menstrual care brand, we promoted period dignity and awareness by distributing 854 sanitary pad packs to female employees, while male employees received neck and heat patches to encourage inclusivity and shared understanding.



> Collaboration With Hara Makers

We partnered with Hara Makers to upcycle 150 kg of Pos Malaysia Run 2025 event banners into handcrafted merchandise, supporting circular economy practices while creating income opportunities for housewives and single mothers from low-income communities.



> Beach Cleaning Programme — Pantai Taman Awam Likas

A total of 55 Pos Malaysia employees participated in a beach cleanup activity, strengthening teamwork while promoting environmental stewardship and community engagement. The programme also raised awareness of coastal conservation and responsible waste management.

> MY Clean Beach — Commonwealth Beach Clean Event

Six Pos Malaysia Wiras from Selangor participated in a beach clean-up at Pantai Batu Laut, Tanjung Sepat, held in conjunction with the King's Baton Relay for the XXIII Commonwealth Games Glasgow 2026. The team collected 242.9 kg of waste, contributing to ocean conservation efforts and promoting environmental awareness within local communities.



Community & Well-Being

> **Pos Care — We Support You 2025**

The We Support You initiative forms part of the broader Pos Care programme, encouraging employees to share and lead community contributions while fostering a culture of compassion and engagement. In 2025, one outstanding winner was selected from seven impactful submissions across at least six states. The winner received RM10,000 to support their initiative for the deaf community in Sabah. As part of our continued commitment to past winners who remain active in their community work, one previous winner also received a top-up of RM5,000 to expand their efforts in empowering the Down Syndrome community in Kelantan.



> **Hazaha bin Awang — Persatuan Sindrom Down Negeri Kelantan**

Hazaha bin Awang has played an active role in supporting Persatuan Sindrom Down Negeri Kelantan (“PSDNK”), an organisation dedicated to empowering individuals with Down syndrome through skills development, creative expression and community participation. Previously recognised under the We Support You 2022 initiative, he contributed to establishing a sales kiosk that enables members to market and sell their handcrafted paintings. Beyond this initiative, PSDNK conducts arts, crafts and cooking upskilling programmes while encouraging participation in community gotong-royong and religious activities. Through his sustained involvement, Hazaha promotes inclusion, creates meaningful opportunities and strengthens PSDNK’s positive impact within the community.

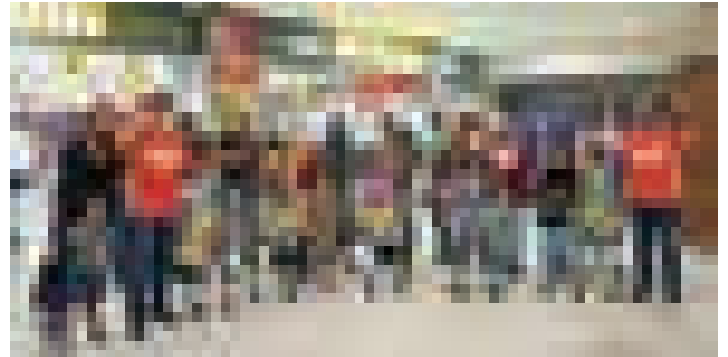
> **Joe Michael Linggi — Sabah Society for the Deaf**

Joe Michael Linggi has dedicated more than 20 years to supporting the Sabah Society for the Deaf, an organisation that empowers children with hearing impairments to learn, grow and integrate into society. His commitment stems from personal experience, as his own son, who is deaf, once struggled to access education suited to his needs. Through the organisation’s support, his son learned sign language, attended a special school and later pursued further studies in bakery. Inspired by this journey and recognising the limited access to support available to many families, particularly in rural communities, Joe actively raises awareness, organises community initiatives and advocates through social media. His continued efforts help expand access to education, build essential life skills and enable children with disabilities to participate more confidently in society.

Social Disclosure

> Back to School 2025

The Pos Care Back to School Programme supported 798 children of Pos Malaysia employees by providing RM150 Mydin vouchers for uniforms, shoes, bags and stationery, helping to ease the financial burden of school preparation for families.



> Pos Malaysia Run 2025

Our annual community engagement event brought communities together to promote healthy living, social connection and inclusive participation during the year. Held on 22 November 2025 at Stadium Merdeka, Kuala Lumpur, the event welcomed over 7,000 participants across diverse age groups and abilities, including 1.2% participation from Persons with Disabilities (“PWDs”). Organised under the theme “Jom Laju for Fun!” and supported by FWD, a leading takaful and insurance operator as the main partner, the run strengthened our engagement with communities while encouraging active lifestyles.



The strong turnout reflected the event’s accessibility and broad community reach, with participation comprising 50.5% female and 49.5% male runners, with 84.4% local participants and 15.6% domestic visitors and tourists. By bringing together families, youth and individuals from different backgrounds, we fostered social inclusion, strengthened community connections and increased awareness of health and well-being as part of our ongoing community development efforts.

During the event, we also integrated several responsible environmental practices in line with our sustainability commitment. In collaboration with NatureLoop, we produced finisher medals using recycled materials derived from our operational waste, with each medal repurposing approximately six discarded zip ties. We also reduced travel-related emissions by delivering race packs using electric vans and bikes, supported by electric bikes and Proton e.MAS vehicles for race-day logistics. The use of reusable cups helped minimise single-use waste while encouraging responsible consumption among participants.

Through Pos Malaysia Run 2025, we combined community engagement with sustainable practices, advancing our community investment objectives by promoting public health participation, strengthening inclusivity through PWD and youth engagement and raising awareness of circular and environmentally responsible event practices.

For more highlights, visit our dedicated coverage on the Pos Malaysia website:

<https://www.pos.com.my/post-list/detail?postDetailId=Pos%20Malaysia%20Run%202025%20Delivers!&sidemenuName=PRESS%20ROOMss>.

OUTLOOK

To further enhance the positive outcomes of our community investments and minimise potential risks, we will continue strengthening programme governance, stakeholder engagement and impact measurement. Moving forward, we will enhance programme governance through the Pos Care Playbook, which establishes clear, Group-wide guidelines to promote consistency, transparency and alignment with our community investment priorities.

We will also strengthen employee engagement through the Cerita Pos Kita internal communication platform, which highlights volunteering stories and encourages broader participation, while expanding corporate volunteering through structured missions and collaborations with charitable partners to provide meaningful and accessible opportunities for employees to contribute.

At the same time, we aim to improve disaster relief responsiveness through better coordination among branch teams, state teams, OSH leads and Operations, alongside continued financial assistance programmes such as monetary relief support for employees affected by annual floods. We will further deepen partnerships with community organisations and social enterprises to enhance programme reach, delivery effectiveness and inclusivity, while maintaining continuous monitoring and evaluation of initiatives to identify gaps, safeguard beneficiary well-being and ensure equitable access to support.

Through these efforts, we aim to ensure Pos Malaysia's community investments remain inclusive, effective and responsive to evolving social needs, while reinforcing the Group's role as a responsible and supportive corporate citizen.

Governance Disclosure



Data Privacy & Security

Why It Matters

Safeguarding personal information and securing digital data are critical in the digital age. As Malaysia's national postal service provider, we process large volumes of confidential data daily. Our business sits at the crossroads of physical and digital data, including delivery addresses, personal identification details, business correspondence, and financial records.

All data generated from each delivery, transaction, and customer interaction must remain secure as we further digitalise our services, such as online tracking systems and e-commerce offerings. Upholding the confidentiality and integrity of this information is vital to our operations and reputation as a reliable service provider. Our dedication to cybersecurity extends beyond

business continuity; it sustains stakeholder trust and protects their information.

Strong data privacy and security practices will enhance customer trust, protect our reputation, reduce the risk of data breaches and regulatory penalties. It also supports operational efficiency by safeguarding critical business information and ensuring business continuity. Subsequently, vulnerable cybersecurity systems, specifically those that are not effectively enforced, will lead to exposure to risks such as unauthorised access, data leakage and cyberattacks. This could result in reputational damage, financial losses, operational disruption and potential legal or regulatory non-compliance.

OUR APPROACH

In addressing potential threats and disruptions to business continuity, we have implemented a strong cybersecurity framework across our operations. This is in alignment with the Personal Data Protection Act ("PDPA") 2010, where data management and security are fundamental components of our Enterprise Risk Management (ERM) Framework.

To ensure that all data collection and use comply with legal requirements and best practices, our privacy and security controls undergo regular reviews and updates. Customer information in our Customer Relationship Management ("CRM") system is limited to authorised personnel, and user activities are regularly monitored. We also set clear timeframes for data preservation following our data retention policy, after which we dispose of the information securely according to regulatory standards.

Governance Disclosure

OUR PERFORMANCE

In 2025, we recorded **zero (0)** substantiated complaints concerning any breaches on customer privacy. Substantiated complaints refer to:

-  Complaints from a regulatory or official body addressed to Pos Malaysia, where a breach has been confirmed by the regulator or where Pos Malaysia acknowledges the breach after investigation
-  Complaints received directly by Pos Malaysia, where we have reviewed and determined it to be legitimate

Safety Month

Set during the month of October, we coordinated initiatives focused on reinforcing both cybersecurity and physical security awareness across the organisation, underscoring our dedication to trust and security at all levels. During Safety Month, all employees completed targeted eLearning modules to enhance their ability to identify risks and maintain a secure environment. It supported our commitment to data privacy, operational integrity and a safe workplace.

Customer Privacy and Data Incidents

Category	2023	2024	2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	1	0	0

OUTLOOK

Looking ahead, we will continue to strengthen our data privacy and cybersecurity controls through regular reviews, risk assessments and system testing, while staying aligned with evolving regulatory requirements and industry best practices. This will include ongoing employee awareness and training to reinforce data protection responsibilities and secure data-handling practices. In addition, we will increase access monitoring to support early detection and timely incident response, while data retention and disposal practices will be regularly reviewed to ensure regulatory compliance and minimise data exposure.

Governance Disclosure



Supply Chain Management

Why It Matters

Pos Malaysia depends on a wide network of suppliers, contractors and service providers to support nationwide postal, logistics, aviation and e-commerce operations. An effective and reliable supply chain management is essential to enhancing operational resilience, maintaining service continuity, managing costs and meeting customer expectations. Where feasible, Pos Malaysia sources from local vendors, as it also strengthens domestic businesses, enhances operational efficiency and contributes to the well-being of the communities we serve.

Beyond economic impact, responsible procurement involves upholding ethical business

practices, ensuring compliance with applicable laws and international standards, respecting human rights, safeguarding the environment and maintaining high product quality, so we can continue delivering trusted, reliable services to the nation.

On the other hand, disruptions in the supply chain, such as supplier non-performance, shortages of critical materials or logistical delays may impact operational efficiency and service quality. Ensuring the resilience and sustainability of the supply chain supports operational resilience, risk mitigation and long-term business sustainability.

OUR APPROACH

Our core values of excellence, decorum, teamwork, integrity, innovation, quality and transparency form our standard of conduct for vendor management. All vendors, including their employees, agents and subcontractors, are held to high ethical standards outlined in our Vendor Code of Conduct ("VCOC"), which covers labour practices, human rights, worker health and safety, environmental compliance, anti-bribery and corruption, integrity and confidentiality.

We integrate sustainability principles across the procurement lifecycle to ensure goods, works and services deliver long-term value, meet customer expectations and generate positive social and economic impact while minimising adverse effects on the environment and health.

Our supply chain management is governed by the Group's established Procurement Policy, along with other guidelines and internal control frameworks. These include the MDA, LOA and AVL vendor onboarding and pre-qualification procedures and other contract management frameworks. In FY2025, all new vendors onboarded to the Approved Vendor List ("AVL") were screened against these social and ethical criteria as a condition of engagement, with alternative supplier arrangements maintained to mitigate dependency risks.

Through system-based controls, together with regular reviews and risk assessments, we ensure consistent supplier onboarding to improve transparency and enhance supply continuity. Ongoing supplier monitoring ensures adherence to contractual obligations, service standards and governance requirements, with the initial supplier selection process incorporating compliance, performance and risk considerations.

OUR PERFORMANCE

Greening Value Chain

Launched in July 2025 in collaboration with Pantas Software, the Greening Value Chain (“GVC”) programme supports Pos Malaysia’s Small and Medium-sized Enterprises (“SME”) suppliers in strengthening their sustainability practices. Introduced by Bank Negara Malaysia (“BNM”) at COP 27 Finance Day, the programme helps SMEs begin their low carbon transition by connecting them to Pos Malaysia via the Pantas Lite platform, enabling seamless sustainability data sharing. To date, 109 suppliers have registered under the GVC programme. Through GVC, suppliers are guided to:

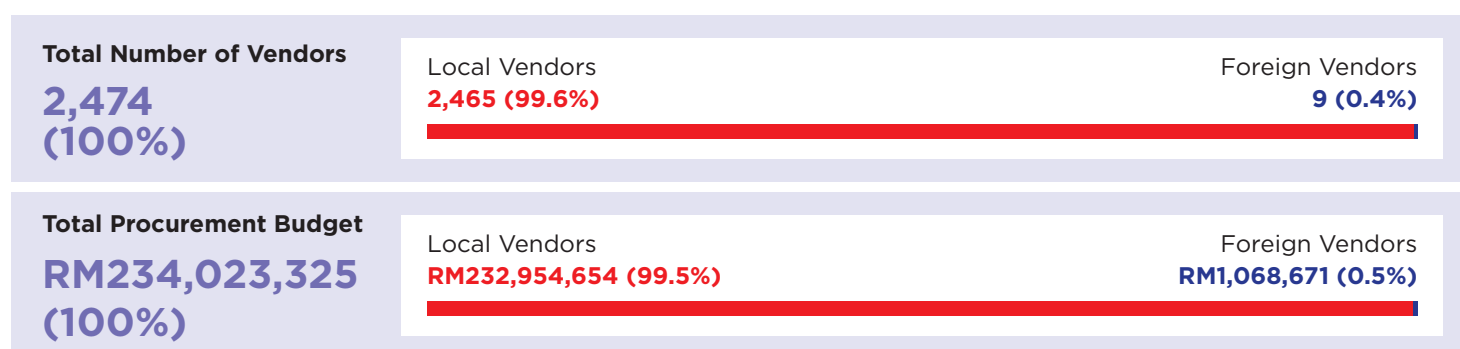
- Measure and understand their carbon footprint to identify emission-intensive areas;
- Set decarbonisation targets to remain competitive and resilient to evolving climate regulations;
- Access sustainability-linked financing, including BNM’s RM2 billion+ LCTF, offering preferential rates for SMEs that demonstrate measurable carbon reduction progress.



The Group’s key initiatives include regular supplier performance reviews, supplier diversification for critical goods and services and the maintenance of buffer stock for essential operational requirements.

Our commitment to supporting the local supplier ecosystem has strengthened consistently over the reporting period: local vendor participation stood at 94.9% in FY2023 and 95.0% in FY2024, rising to 99.6% in FY2025, reflecting the impact of our Greening Value Chain programme and targeted local procurement policies.

We remain focused on strengthening vendor evaluation processes, enhancing contract management practices and promoting centralised procurement and category management. In FY2025, no negative social impacts were identified in the supply chain that required corrective action.



OUTLOOK

Looking ahead, we will move towards enhanced digitalisation and system-enabled controls to improve supplier visibility, standardise sourcing processes and reinforce governance across the supply chain. This will strengthen our supply chain management framework by progressively leveraging procurement and supplier management systems, such as SAP Ariba and Supplier Relationship Management (“SRM”) capabilities.

Governance Disclosure



Governance & Ethics

Why It Matters

As Malaysia's leading post, parcel and logistics provider, we recognise that strong governance and ethical business conduct are fundamental to maintaining trust, accountability and long-term business resilience. Bribery, corruption and unethical practices undermine fair business practices, disrupt economic stability and erode stakeholder confidence. To mitigate these risks, Pos Malaysia is committed to complying with all applicable anti-bribery and corruption laws, while reinforcing ethical decision-making across our operations and supply chain.

Employees, vendors and partners are expected to uphold the highest standards of professionalism and corporate governance. By upholding a fair and transparent business environment, our reputation as a trusted service provider is upheld, as we also protect the long-term interests of our stakeholders.

Where stronger governance may introduce operational adjustments, there is also a risk of uneven adoption or compliance fatigue if expectations are not well embedded into daily workflows.

OUR APPROACH

Our approach has been rooted in organisational integrity to deepen employee awareness of anti-corruption practices, data protection responsibilities and ethical decision-making. With regular training, integrity briefings and fostering a culture of transparency and accountability, these enhanced governance literacy efforts reduce the risk of misconduct while reinforcing stakeholder confidence and long-term sustainable performance.

We create a more resilient and credible operating environment as ethical practices become more embedded across Pos Malaysia. Without consistent reinforcement and recalibration, misunderstandings could lead to the mishandling of sensitive data or lapses in ethical conduct, exposing us to reputational risks. Mitigating these risks requires ongoing communication, targeted training and continuous monitoring to ensure governance principles are applied consistently across all business operations.

Policies And Frameworks

These policies and frameworks guide our structured approach to governance and ethics:



Anti-Bribery and Corruption Policy

Pos Malaysia maintains a strict zero-tolerance policy against bribery and corruption, rooted in the principles of ethical conduct, integrity and accountability throughout all business operations. We actively prevent, detect and respond to instances of bribery and corruption, including the prevention of offering, giving, soliciting or receiving bribes. Our commitment extends to every jurisdiction where we operate and applies to all employees, vendors and business partners.

The Board and Management are responsible for the oversight, implementation and ongoing enhancement of anti-bribery and corruption measures. We continually evaluate the effectiveness of our policies through regular risk assessments, targeted training and stakeholder engagement initiatives. These activities reinforce awareness, foster compliance and support continuous improvement of our anti-bribery and corruption framework.

For more information, please refer to our Code of Conduct and Business Ethics at <https://www.pos.com.my/corporate-governance/code-ofconduct-and-business-ethics>.



Corporate Liability

To oversee compliance with anti-bribery and anti-corruption measures, we established an Integrity Governance Unit ("IG") and a Management Committee for Corporate Integrity ("MCCI"). The four pillars which uphold both IG and MCCI are:



Complaint Management



Training and Awareness



Detection and Verification



Governance

These pillars align with the T.R.U.S.T. Principles as prescribed under the Malaysian Anti-Corruption Commission ("MACC") Guidelines on Adequate Procedures and Guidelines on Management of Integrity and Governance Unit. As we aim to strengthen corporate responsibility and enhance defences against corporate liability, we continuously improve our procedures through various initiatives.

For more information, please refer to our Corporate Statement on Anti-Bribery and Anti-Corruption Policy available here https://d38eiojdjahdit.cloudfront.net/Policyantibribery_9dfd5f3efa.pdf



Risk Assessment

We conduct quarterly anti-bribery and corruption risk assessments in accordance with the Guidelines on Adequate Procedures under Section 17A(5) of the MACC Act 2009. This is to identify potential breaches in the following areas:

- Section 16 & 17(a)
Soliciting/Receiving Gratification (Bribe)
- Section 17A
Corporate Liability Provisions
- Section 17(b)
Offering/Giving Gratification (Bribe)
- Section 18
Intending to Deceive (False Claim)
- Section 23
Using Office or Position for Gratification (Abuse of Power/Position)

High-risk matters, particularly those related to Section 17A, are escalated to the Risk Sustainability Compliance Committee ("RSCC") and the Board Risk Sustainability Compliance Committee ("BRSCC") for oversight and action. Risks related to fraud, corruption and bribery are also incorporated into our quarterly risk reports to the RSCC and BRSCC, to ensure continuous monitoring, strengthen internal controls and drive effective risk mitigation measures across our operations.

Governance Disclosure

OUR PERFORMANCE

In 2025, Pos Malaysia held training sessions and programmes for their employees and leaders to further embed good governance practices, such as:

Anti-Bribery & Corruption (“ABAC”) and Integrity Training

Session/Programme	Description
MS ISO 37001:2016 Anti-Bribery Management System (“ABMS”) requirements	Highlighted clear guidance on identifying, preventing and reporting potential bribery and misconduct risks.
MACC briefings	Offered employees stronger a awareness of national anti-corruption laws, common risk areas and responsible escalation channels.
Corporate Integrity Essentials Programme and refresher modules on organisational ethics, procurement, integrity and transparency.	Ensured employees in high-risk roles strengthened their understanding of ethical decision-making, conflict-of-interest management and the importance of maintaining clean and accountable operations

Governance & Compliance Capacity Building

To enhance employees’ understanding of internal controls, compliance expectations and governance processes, a series of programmes were implemented. These include onboarding ABAC e-learning basic modules for new hires, governance awareness workshops for middle management and targeted sessions for operational teams. Topics include organisational policies, whistleblowing channels, disciplinary procedures, procurement governance and internal reporting requirements. These open discussions on governance help employees recognise red flags and promote responsible behaviour.

The Integrity Plan was reinforced through structured assessments such as the analysis of the effectiveness of the ABAC Programme and other engagement sessions.

Data Protection, Confidentiality and Cyber Governance

With the growing importance of responsible data handling, Pos Malaysia prioritised training on confidentiality, data protection and responsible management of customer and corporate information. These were covered in awareness sessions on the Personal Data Protection Act (“PDPA”), employee responsibility in safeguarding sensitive information, acceptable use of systems and data-sharing protocols.

Briefings on cyber governance and digital safeguarding guided by the Cyber Security Manual also reinforced safe digital practices, protection against malware and phishing and responsible use of internal systems.

Governance Disclosure

Integrity Culture and Organisational Engagement

In 2025, governance culture at Pos Malaysia was strengthened through a range of engagements, dialogues and integrity-based campaigns, which were delivered across multiple locations. These sessions upheld the “Zero Tolerance for Corruption” stance and reiterated the importance of transparent, accountable conduct in day-to-day operations.

Other engagements, such as integrity town halls, compliance refreshers, and knowledge-sharing sessions contributed to a more robust ethical culture.

Performance Data

100%

of operations assessed for risks related to corruption for the last 3 financial years since 2023

ZERO

incidents of corruption for the last 3 financial years since 2023

	Category (number of employees)			Total
	Management	Executive	Non-Executive	
Total headcount	510	1,037	14,626	16,173
Total participation	237	489	5,109	5,835
Percentage of employees who received training on anti-corruption by employee category in FY2025				

Over the past three financial years, Pos Malaysia has maintained consistent engagement in anti-corruption training across all employee categories. Participation stood at 89% in FY2023 and 83% in FY2024. In FY2025, participation as at 31 December 2025 was 36%, reflecting a training programme whose completion cycle extends into FY2026 and does not represent the final outcome for the year.

OUTLOOK

Looking ahead, Pos Malaysia will deepen the maturity of its governance and ethics culture by strengthening consistency, awareness and leadership alignment across all our operations. Building on 2025 initiatives, future plans for integrity engagements, ABAC-related training and governance awareness programmes will be expanded with greater emphasis on high-risk roles and newly onboarded employees. An annual integrity Dialogue for the Board of Directors and Senior Management Teams will continue to be conducted, providing a dedicated platform from the top to address emerging integrity risks, regulatory expectations and governance trends.

Efforts to embed the Integrity Plan will be supported through targeted communications and awareness campaigns, as we implement integrity self-assessments, department-level follow-through on improvement actions and structured monitoring. These priorities aim to advance Pos Malaysia’s integrity culture and to ensure that our governance practices remain robust, consistent and responsive as we evolve.

Governance Disclosure



Strategic Alliances



Why It Matters

Strategic alliances are fundamental to Pos Malaysia as they facilitate the Group to accelerate ESG progress beyond the limits of internal capabilities alone. Many of our sustainability commitments, ranging from decarbonisation and digital transformation to community engagement and integrity strengthening, require specialised expertise, technology, regulatory alignment and operational support.

Partnerships with industry leaders, government bodies, national and multinational organisations allow us to leverage external knowledge and shared resources to accelerate implementation, reduce risks and ensure alignment with industry

standards and national priorities. These collaborations enhance service capabilities, strengthen compliance and expand access to emerging technologies, while also supporting brand reputation, adaptability to industry shifts and stakeholder trust.

However, the Group acknowledges that partnerships may also expose it to risks, including a reliance on external parties for critical technical support, variability in partner performance, misaligned expectations and increased contract management and oversight requirements. If not managed effectively, these risks may affect programme delivery, cost efficiency or reputational integrity.

OUR APPROACH

Our governance and procurement frameworks guide our approach to strategic partnerships to ensure our collaborations are transparent, aligned with organisational values and compliant with regulatory requirements. We comply with the relevant Group policies, guidelines and procedures to provide clear guidance on partner selection, conflict-of-interest checks, contractual expectations, performance monitoring and ethical compliance. They include the Group Procurement Policy, Vendor Management Guidelines, Due Diligence and Integrity Vetting Procedures, Contract Management Framework and the ABAC Programme, ensuring all strategic alliances uphold Pos Malaysia's integrity and governance standards.

OUR PERFORMANCE

In 2025, nearly all major sustainability programmes across Pos Malaysia were supported by a variety of strategic partnerships. Collaborations with government agencies, technology providers, regulators, sustainability experts and civil society reinforced progress in environmental management, digitalisation, customer experience, workforce development and corporate integrity. These partnerships provided technical expertise, regulatory guidance, training and operational support.

Strategic Collaborations to Advance ESG Goals

In 2025, Pos Malaysia strengthened its sustainability agenda through continued collaboration with the Sustainable Energy Development Authority ("SEDA") under the Energy Audit Conditional Grant ("EACG") programme. Comprehensive audits were conducted across key operational sites, providing the Group with data-driven insights to guide long-term energy efficiency planning. These engagements with SEDA reflect our broader commitment to working with national agencies to accelerate the transition towards more efficient and environmentally responsible operations. Read more on page 87.

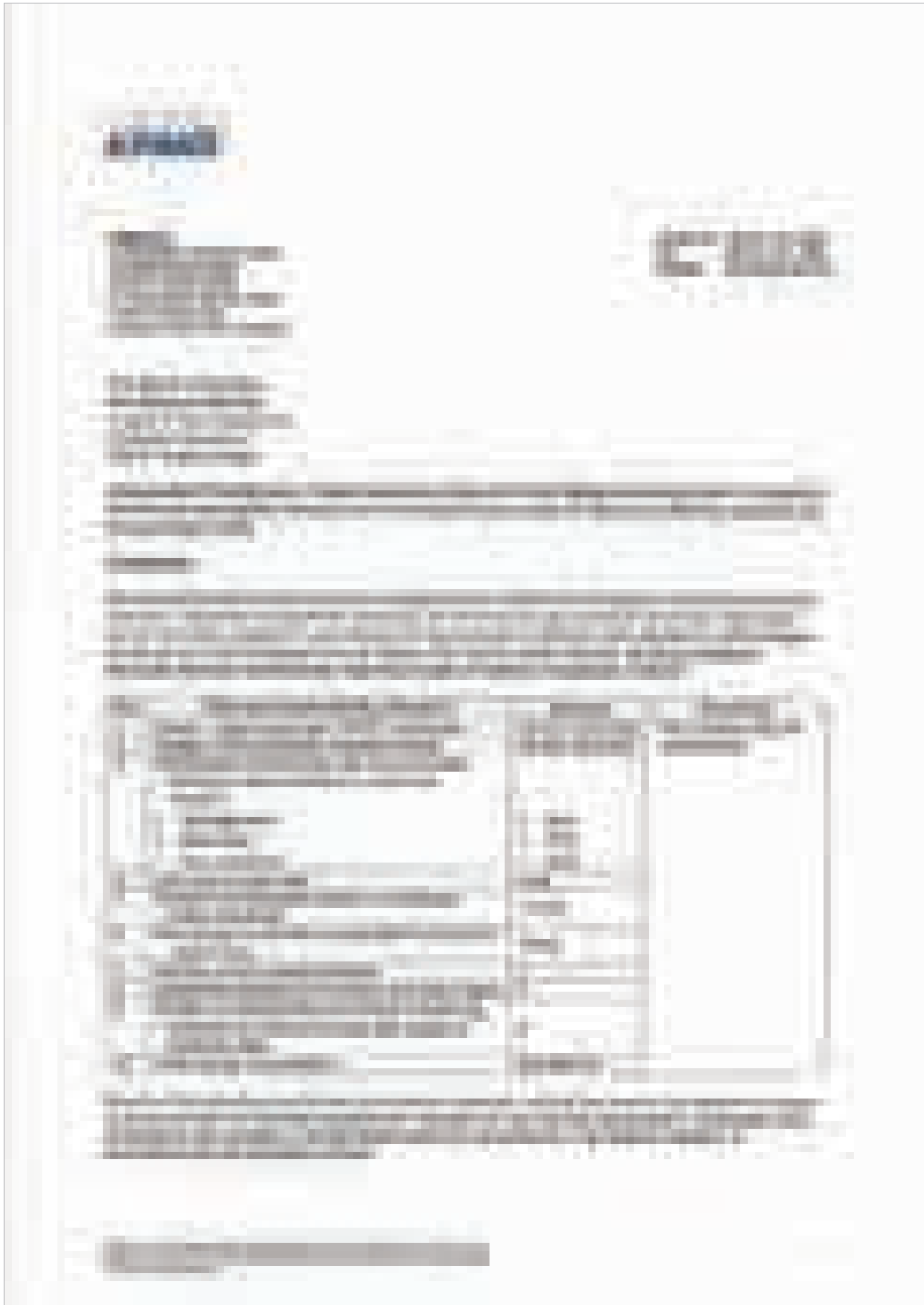
In parallel, Pos Malaysia advanced ESG-related innovation across the logistics sector through strategic partnerships with the Ministry of Transport Malaysia, Road Transport Department ("JPJ") and Malaysian Institute of Road Safety Research ("MIROS"). Through the MyKurier Ratings framework, developed by the Postal Forum and MIROS, we strengthened industry-wide standards on road safety, driver behaviour and regulatory compliance. These alliances reinforce our focus on transparency, operational integrity and continuous improvement, aligning our delivery ecosystem with national expectations and supporting a more resilient, safe and responsible logistics network.

OUTLOOK

Throughout the lifecycle of each collaboration, we will enhance the due diligence processes, improve partner performance monitoring and ensure a more structured engagement to strengthen the governance and effectiveness of our strategic partnerships.

To better manage and coordinate partnership-based initiatives, the Group also plans to refine contracting frameworks, expand integrity vetting for high-risk engagements and increase internal capabilities. We will build long-term, mutually beneficial alliances with reputable partners to reduce operational dependency risks and ensure that the partnership will continue to support Pos Malaysia's transition towards a more resilient, innovative and sustainable future.

Statement of Assurance



Statement of Assurance



Statement of Assurance



Statement of Assurance



Global Reporting Initiative (“GRI”) Content Index

Statement of use	Pos Malaysia has reported in accordance with the GRI Standards for the period of 1 January to 31 December 2025, unless otherwise stated.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

Topic	GRI Disclosure Number	Reference Section / Reasons for Omission	Reference Page
GRI STANDARD	DISCLOSURE		Location
GRI 2: General Disclosures 2021	2-1 Organizational details	- About This Report - Group Corporate Profile	AR 58, AR 6-10
	2-2 Entities included in the organization’s sustainability reporting	Scope and Basis of Scope	AR 60
	2-3 Reporting period, frequency, and contact point	- About This Statement - Feedback	AR 60
	2-4 Restatements of information	Restatements of information	AR 60
	2-5 External assurance	- Reliability and Assurance - Statement of Assurance	AR 60 AR 132
	2-6 Activities, value chain and other business relationships	- Business Review - Stakeholder Engagement - Value Chain Model	AR 42-53 AR 61 AR 68
	2-7 Employees	- Employment by gender - Employment by region	AR 109 AR 110-111
	2-8 Workers who are not employees	Diversity and Inclusivity	AR 107
	2-9 Governance structure and composition	Corporate Governance Overview Statement	AR 160-177
	2-10 Nomination and selection of the highest governance body	- Board Diversity - Independence of the Board - Board Nomination and Remuneration Committee - Appointment of New Directors - Board Evaluation and Effectiveness Assessment - Continuing Development Programme for Directors	AR 172 AR 173 AR 173 AR 165 AR 174 AR 174-175
	2-11 Chair of the highest governance body	- Demarcation of Responsibilities between the Non Executive Chairman, Group Chief Executive Officer and Non-Executive Directors - Role of the Non-Executive Chairman	AR 167 AR 168
	2-12 Role of the highest governance body in overseeing the management of impacts	- Role of the Non-Executive Chairman - Group Chief Executive Officer - Non-Executive Directors	AR 168 AR 168 AR 168

Global Reporting Initiative (“GRI”) Content Index

Topic	GRI Disclosure Number		Reference Section / Reasons for Omission	Reference Page
GRI STANDARD	DISCLOSURE			Location
GRI 2: General Disclosures 2021	2-13	Delegation of responsibility for managing impacts	• Materiality Assessment, • Sustainability Governance	AR 62-64 AR 67
	2-14	Role of the highest governance body in sustainability reporting	• Sustainability Governance	AR 65
	2-15	Conflicts of interest	• Board Meetings and Access to Information • Board of Evaluation and Effectiveness Assessment Section • Re-Election and Re-Appointment of Directors	AR 169 AR 174 AR 174
	2-16	Communication of critical concerns	• Integrity and Ethics	AR 178
	2-17	Collective knowledge of the highest governance body	• Continuing Development Programme for Directors	AR 174-175
	2-18	Evaluation of the performance of the highest governance body	• Board Evaluation and Effectiveness Assessment	AR 174
	2-19	Remuneration policies	• Renumeration Policy • Directors’ Remuneration Framework • Remuneration Disclosure for Top 5 Key Senior Management	AR 176 AR 177 AR 177
	2-20	Process to determine remuneration	• Board Nomination, Remuneration Committee • Remuneration Policy	AR 173 AR 176
	2-21	Annual total compensation ratio	• N/A	
	2-22	Statement on sustainable development strategy	• Chairman’s Statement	AR 18-21
	2-23	Policy commitments	• Integrity and Ethics	AR 178
	2-24	Embedding policy commitments	• Integrity and Ethics	AR 178
	2-25	Processes to remediate negative impacts	• Integrity and Ethics	AR 178
	2-26	Mechanisms for seeking advice and raising concerns	• Integrity and Ethics	AR 178
	2-27	Compliance with laws and regulations	• Environmental Compliance	AR 84
	2-28	Membership associations	Pos Malaysia is a member of and/or signatory to the following organisations: • Universal Postal Union (UPU) • United Nations Global Compact Malaysia and Brunei (UNGCMYB)	
	2-29	Approach to stakeholder engagement	• Stakeholder Engagement	AR 59-60
2-30	Collective bargaining agreements	• Union Membership	AR 61	

Global Reporting Initiative (“GRI”) Content Index

Topic	GRI Disclosure Number		Reference Section / Reasons for Omission	Reference Page
GRI STANDARD	DISCLOSURE			Location
GRI 3: Material Topics 2021	3-1	Process to determine material topics	• Materiality Assessment	AR 62-64
	3-2	List of material topics	• Materiality Assessment	AR 62-64
	3-3	Management of material topics	• Materiality Assessment	AR 62-64
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	• Statement of value added and value distributed	AR 36
	201-2	Financial implications and other risks and opportunities due to climate change	• Integrating Financial Planning in Our Climate-Related Risks and Opportunities	AR 79
	201-3	Defined benefit plan obligations and other retirement plans	• Talent Management	AR 94
	201-4	Financial assistance received from government	• N/A	
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	• N/A	
	202-2	Proportion of senior management hired from the local community	• Profile of Senior Management	AR 156-159
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	• Community Investment	AR 110-117
	203-2	Significant indirect economic impacts	• Community Investment	AR 112
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	• Supply Chain Management	AR 123
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	• Governance and Ethics	AR 125
	205-2	Communication and training about anti-corruption policies and procedures	• Governance and Ethics	AR 125
	205-3	Confirmed incidents of corruption and actions taken	• Governance and Ethics	AR 125
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	• Management Discussion and Analysis	AR 29

Global Reporting Initiative (“GRI”) Content Index

Topic	GRI Disclosure Number	Reference Section/ Reasons for Omission	Reference Page
GRI STANDARD	DISCLOSURE		Location
GRI 301: Materials 2016	301-1 Materials used by weight or volume	• Material Use	AR 92
	301-2 Recycled input materials used	• Material Use	AR 92
	301-3 Reclaimed products and their packaging materials	• N/A	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	• Energy Management	AR 88
	302-2 Energy consumption outside of the organisation	• Scope 3 Category 4 (Upstream Transportation)	AR 82
	302-3 Energy intensity	• GHG emissions intensity	AR 83
	302-4 Reduction of energy consumption	• Energy Management	AR 88
	302-5 Reductions in energy requirements of products and services	• Energy Management	AR 88
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	• Water	AR 89
	303-2 Management of water discharge-related impacts	• Water	AR 89
	303-3 Water withdrawal	• Water	AR 89
	303-4 Water discharge	• Water	AR 89
	303-5 Water consumption	• Water	AR 89
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	• Climate Change	AR 82
	305-2 Energy indirect (Scope 2) GHG emissions	• Climate Change	AR 82
	305-3 Other indirect (Scope 3) GHG emissions	• Climate Change	AR 82
	305-4 GHG emissions intensity	• Climate Change	AR 83
	305-5 Reduction of GHG emissions	• Climate Change	AR 82
	305-6 Emissions of ozone-depleting substances (ODS)	• Ozone-depleting Substances (“ODS”)	AR 83
	305-7 Nitrogen oxides (NO _x), sulphur oxides (SO _x), and other significant air emissions	• Air Emissions	AR 83

Global Reporting Initiative (“GRI”) Content Index

Topic	GRI Disclosure Number	Reference Section/ Reasons for Omission	Reference Page
GRI STANDARD	DISCLOSURE		Location
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	• Waste Management	AR 90-92
	306-2 Management of significant waste-related impacts	• Waste Management	AR 90-92
	306-3 Waste generated	• Waste Generation and Diversion	AR 92
	306-4 Waste diverted from disposal	• Waste Generation and Diversion	AR 92
	306-5 Water directed to disposal	• Waste Generation and Diversion	AR 92
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	• Diversity and Inclusivity	AR 110
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	• Talent Management	AR 93 - 97
	401-3 Parental leave	• Talent Management	AR 93 - 97
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	• Occupational Safety and Health	AR 99
	403-2 Hazard identification, risk assessment, and incident investigation	• Occupational Safety and Health	AR 99
	403-3 Occupational health services	• Occupational Safety and Health	AR 99
	403-4 Worker participation, consultation, and communication on occupational health and safety	• Occupational Safety and Health	AR 99 - 101
	403-5 Worker training on occupational health and safety	• Occupational Safety and Health	AR 100
	403-6 Promotion of worker health	• Diversity and Inclusivity	AR 105
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	• Occupational Safety and Health	AR 99 - 101
	403-8 Workers covered by an occupational health and safety management system	• Occupational Safety and Health	AR 99
	403-9 Work-related injuries	• Occupational Safety and Health	AR 100
	403-10 Work-related ill health	• Occupational Safety and Health	AR 100
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	• Talent Development	AR 96
	404-2 Programs for upgrading employee skills and transition assistance programs	• Talent Development	AR 97
	404-3 Percentage of employees receiving regular performance and career development reviews	• Talent Development	AR 97
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	• Employee Category	AR 106
	405-2 Ratio of basic salary and remuneration of women to men	• N/A	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	• Union Membership • Talent Development	AR 61 AR 96

Global Reporting Initiative (“GRI”) Content Index

Topic	GRI Disclosure Number	Reference Section/ Reasons for Omission	Reference Page
GRI STANDARD	DISCLOSURE		Location
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	• Talent Development	AR 95
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	• Human Rights	AR 103
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	• N/A	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	• Community Investment	AR 110-117
	413-2 Operations with significant actual and potential negative impacts on local communities	• Community Investment	AR 110-117
GRI 414: Supplier Social Assessment 2016	414-1 New supplier that were screened using social criteria	• Supply Chain Management	AR 120-121
	414-2 Negative social impacts in the supply chain and actions taken	• Supply Chain Management	AR 120-121
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	• Data Privacy & Security	AR 121

Glossary	
N/A	Not available
AR	Annual report

Performance Table

Pos Malaysia Berhad BMLR Transition Period

Date & Time: 2026-04-15_15:31:23
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
* Anti-corruption	* (a) Percentage of employees who have received training on anti-corruption by employee category	* Percentage	* Management: 46% Executive: 47% Non- Executive: 35% Total: 36%	* 100%	* External (Limited)
Footnote Sustainability Matter	Disclosed in Sustainability Report 2025				
Footnote Metric	Disclosed in Sustainability Report 2025				
Footnote Measurement Unit	Disclosed in Sustainability Report 2025				
Footnote 2025	Disclosed in Sustainability Report 2025				
Footnote Target	Disclosed in Sustainability Report 2025				
Footnote Assurance	Disclosed in Sustainability Report 2025				
Anti-Corruption	(b) Percentage of operations assessed for corruption-related risks	Percentage	100%	100%	External (Limited)
Footnote Sustainability Matter	This row has been added.				
Anti-Corruption	(c) Confirmed incidents of corruption and action taken	Number	0	0	External (Limited)
Footnote Sustainability Matter	This row has been added.				
Community / Society	(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	401,703	N/A	No assurance
Footnote Sustainability Matter	This row has been added.				
Community / Society	(b) Total number of beneficiaries of the investment in communities	Number	64,297	N/A	No assurance
Footnote Sustainability Matter	This row has been added.				

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Performance Table

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	(a) Percentage of employees by gender and age group, for each employee category	Percentage	* Management: Male 56%, Female 44% Executive: Male 52%, Female 48% Non-Executive: Male 78%, Female 22%	Female leadership at 45%	No assurance
			Management: Below 30: 2%; 30-50: 78%; Above 50: 20% Executive: Below 30: 15%; 30-50: 72%; Above 50: 13% Non-Executive: Below 30: 15%; 30-50: 74%; Above 50: 11%		
Footnote Sustainability Matter	This row has been added.				
Footnote 2025	Disclosed in Sustainability Report 2025				
Diversity	(b) Percentage of directors by gender and age group	Percentage	Male: 71%; Female: 29% 40-49 years old: 14% 50-59 years old: 43% 60 years old and above: 43%	30% of female representation of the Board of Directors	No assurance
Footnote Sustainability Matter	This row has been added.				
Energy management	Total energy consumption	Gigajoule	823,493	N/A	External (Limited)
Footnote Sustainability Matter	This row has been added.				
Health and safety	(a) Number of work-related fatalities	Number	1	0	External (Limited)
Footnote Sustainability Matter	This row has been added.				
Health and safety	(b) Lost time incident rate	Rate	0.44	0.44	External (Limited)
Footnote Sustainability Matter	This row has been added.				
Health and safety	(c) Number of employees trained on health and safety standards	Number	13,559	N/A	External (Limited)
Footnote Sustainability Matter	This row has been added.				

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Performance Table

Pos Malaysia Berhad
BMLR Transition PeriodDate & Time: 2026-04-15_15:31:23
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour practices and standards	(a) Total hours of training by employee category	Hours	Management: 18,397 hours Executive: 24,822 hours Non-executive: 195,684 hours	N/A	No assurance
Footnote Sustainability Matter	This row has been added.				
Labour practices and standards	(b) Percentage of employees that are contractors or temporary staff	Percentage	* 3.78%	N/A	No assurance
Footnote Sustainability Matter	This row has been added.				
Footnote 2025	Disclosed in Sustainability Report 2025				
Labour practices and standards	(c) Total number of employee turnover by employee category	Number	* Management: 87 Executive: 130 Non-executive: 1,565	N/A	No assurance
Footnote Sustainability Matter	This row has been added.				
Footnote 2025	Disclosed in Sustainability Report 2025				
Labour practices and standards	(d) Number of substantiated complaints concerning human rights violations	Number	0	0	No assurance
Footnote Sustainability Matter	This row has been added.				
Supply chain management	* Proportion of spending on local suppliers	* Percentage	* 99.5%	* N/A	* No assurance
Footnote Sustainability Matter	This row has been added.				
Footnote Metric	Disclosed in Sustainability Report 2025				
Footnote Measurement Unit	Disclosed in Sustainability Report 2025				
Footnote 2025	Disclosed in Sustainability Report 2025				
Footnote Target	Disclosed in Sustainability Report 2025				

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Performance Table

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Footnote Assurance	Disclosed in Sustainability Report 2025				
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	* 0	* 0	* External (Limited)
Footnote Sustainability Matter	This row has been added.				
Footnote 2025	Disclosed in Sustainability Report 2025				
Footnote Target	Disclosed in Sustainability Report 2025				
Footnote Assurance	Disclosed in Sustainability Report 2025				
Water	Total volume of water used	Megalitres	812	N/A	No assurance
Footnote Sustainability Matter	This row has been added.				
Emissions Management	Scope 1 emissions in tonnes of CO ₂ e	Metric tonnes	45,231.23	Reduction of 50% Scope 1 and 2 by 2030	External (Limited)
Footnote Sustainability Matter	This row has been added.				
Emissions Management	Scope 2 emissions in tonnes of CO ₂ e	Metric tonnes	* 46,48709	Reduction of 50% Scope 1 and 2 by 2030	External (Limited)
Footnote Sustainability Matter	This row has been added.				
Footnote 2025	Disclosed in Sustainability Report 2025				

Performance Table

Pos Malaysia Berhad
IFRS S1Date & Time: 2026-04-15_15:31:23
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-corruption	(a) Percentage of employees who have received training on anti-corruption by employee category	Percentage	Management: 46% Executive: 47% Non-Executive: 35% Total: 36%	100%	External (Limited)
Footnote Sustainability Matter	This row has been deleted.				
Anti-Corruption	(b) Percentage of operations assessed for corruption-related risks	Percentage	100%	100%	External (Limited)
Footnote Sustainability Matter	This row has been deleted.				
Anti-Corruption	(c) Confirmed incidents of corruption and action taken	Number	0	0	External (Limited)
Footnote Sustainability Matter	This row has been deleted.				
Community / Society	(d) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	401,703	N/A	No assurance
Footnote Sustainability Matter	This row has been deleted.				
Community / Society	(e) Total number of beneficiaries of the investment in communities	Number	64,297	N/A	No assurance
Footnote Sustainability Matter	This row has been deleted.				

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Performance Table

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	(a) Percentage of employees by gender and age group, for each employee category	Percentage	Management: Male 57%, Female 43% Executive: Male 51%, Female 49% Non-Executive: Male 78%, Female 22% Management: Below 30: 3%, 30-50: 77%, above 50: 21% Executive: Below 30-15%, 30-50: 72%, above 50-13% Non-executive: Below 30-15%, 30-50: 74%, above 50-11%	N/A	No assurance
Footnote Sustainability Matter	This row has been deleted.				
Diversity	(b) Percentage of directors by gender and age group	Percentage	Male: 71%, Female: 29% 40-49 years old: 14% 50-59 years old: 43% 60 years old and above: 43%	30% of female representation of the Board of Directors	No assurance
Footnote Sustainability Matter	This row has been deleted.				
Energy management	Total energy consumption	Gigajoule	823,493	N/A	External (Limited)
Footnote Sustainability Matter	This row has been deleted.				
Health and safety	(a) Number of work-related fatalities	Number	1	0	External (Limited)
Footnote Sustainability Matter	This row has been deleted.				
Health and safety	(b) Lost time incident rate	Rate	0.44	0.44	External (Limited)
Footnote Sustainability Matter	This row has been deleted.				
Health and safety	(c) Number of employees trained on health and safety standards	Number	13,559	N/A	External (Limited)
Footnote Sustainability Matter	This row has been deleted.				

Performance Table

Pos Malaysia Berhad
IFRS S1Date & Time: 2026-04-15_15:31:23
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour practices and standards	(a) Total hours of training by employee category	Hours	Management: 18,397 hours Executive: 24,922 hours Non-executive: 195,684 hours	N/A	No assurance
Footnote Sustainability Matter	This row has been deleted.				
Labour practices and standards	(b) Percentage of employees that are contractors or temporary staff	Percentage	3.7%	N/A	No assurance
Footnote Sustainability Matter	This row has been deleted.				
Labour practices and standards	(c) Total number of employee turnover by employee category	Number	Management: 98 Executive: 125 Non-executive: 1566	N/A	No assurance
Footnote Sustainability Matter	This row has been deleted.				
Labour practices and standards	(d) Number of substantiated complaints concerning human rights violations	Number	0	0	No assurance
Footnote Sustainability Matter	This row has been deleted.				
Supply chain management	Proportion of spending on local suppliers	Percentage	95.5%	N/A	No assurance
Footnote Sustainability Matter	This row has been deleted.				
Data privacy and security	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	External (limited)
Footnote Sustainability Matter	This row has been deleted.				
Water	Total volume of water used	Megalitres	812	N/A	No assurance
Footnote Sustainability Matter	This row has been deleted.				

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Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	45,231.23	50% reduction of Scope 1 and 2 combined by 2030	External (limited)
Footnote Sustainability Matter	This row has been deleted.				
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	45,478.09	50% reduction of Scope 1 and 2 combined by 2030	External (limited)
Footnote Sustainability Matter	This row has been deleted.				
GHG emissions	Scope 3 Cat.1: Purchased goods and services	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	22,455.31	-	No assurance
Footnote Sustainability Matter	This row has been deleted.				
GHG emissions	Scope 3 Cat.4: Upstream transportation and distribution	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	55,155.00	-	No assurance
Footnote Sustainability Matter	This row has been deleted.				
GHG emissions	Scope 3 Cat.5: Waste generated in operations	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	2,834.22	-	No assurance
Footnote Sustainability Matter	This row has been deleted.				
GHG emissions	Scope 3 Cat.6: Business travel	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	1,191.25	-	No assurance
Footnote Sustainability Matter	This row has been deleted.				
GHG emissions	Scope 3 Cat.7: Employee commuting	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	50,396.28	-	No assurance
Footnote Sustainability Matter	This row has been deleted.				

Performance Table