

GLOBAL CONFERENCE 2026

FROM CHAOS TO COMMAND:
RISK LEADERSHIP IN INDUSTRY 6.0

TRANSITION PLANS THAT SURVIVE
SCRUTINY:
FROM NET ZERO COMMITMENTS TO
EXECUTABLE STRATEGY

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DOES AN EV ACTUALLY COST LESS TO RUN?

It depends.

We built a model. Then tested it with **real operations**.
Here's what we found.



Petrol
price?



Electricity
tariff?



Vehicle
efficiency?



Mileage
and route?



Utilisation?

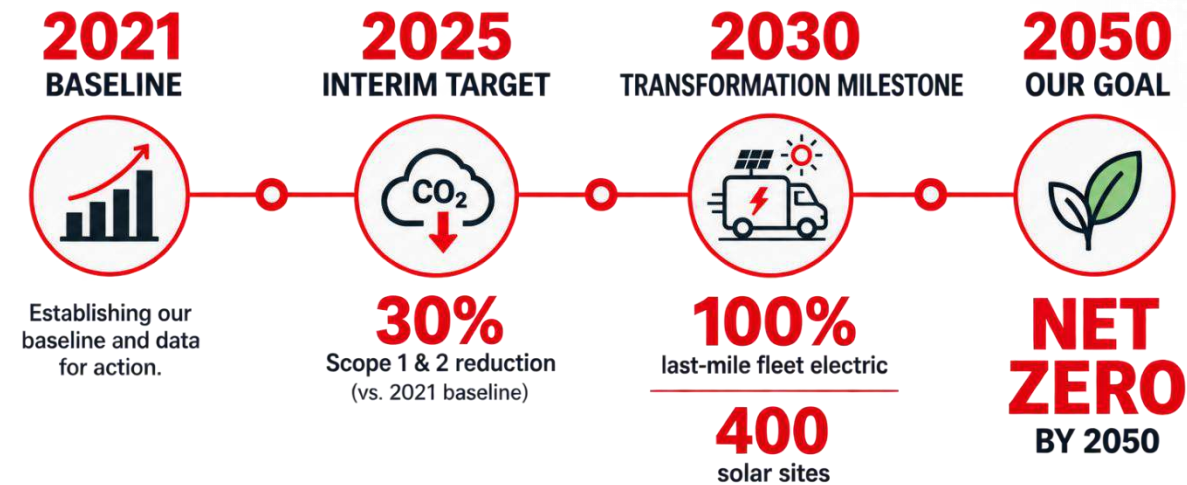


Charging
behaviour?

“ The answer isn't in the brochure.
It's in the **data**. ”

WE MADE THE COMMITMENT.

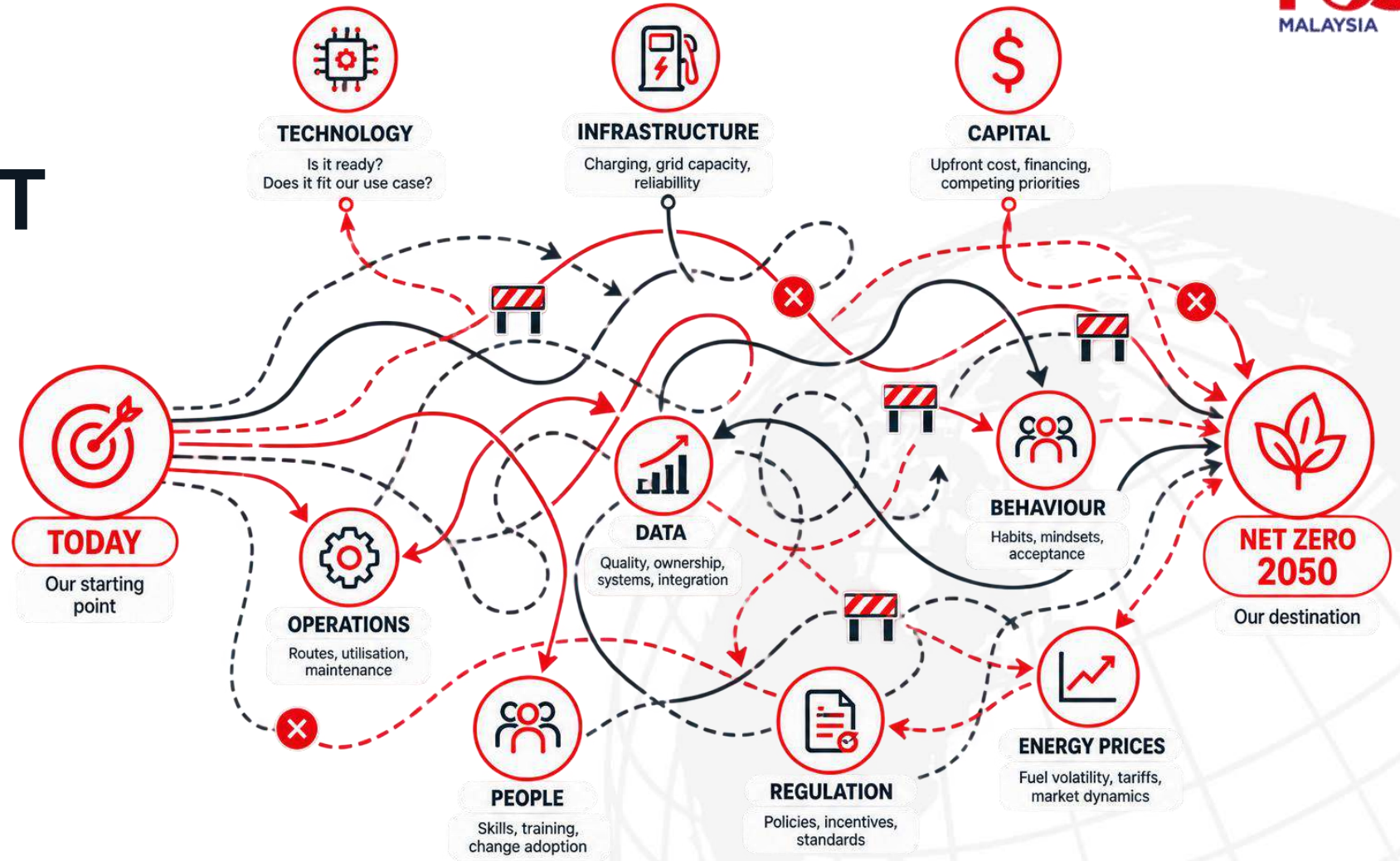
Pos Malaysia is committed to a low carbon future
and a **net zero** operation by 2050



“
Making the commitment
was hard enough.
Now how do we
actually deliver it?
”

THE TARGET IS CLEAR. THE PATH ISN'T.

What happens
between commitment
and delivery?



THREE PILLARS. ONE OUTCOME.

1



Capacity

Test whether the system
can support it.



Infrastructure, regulation and
operating conditions matter.

2



Capability

Build the muscle to
operate and learn.



People, process and data
turn pilots into progress.

3



Commercial

Scale when the economics
make sense.



If it does not make financial
sense today, it may mean
not yet, not never.

Through our journey, we found that every transition decision
ultimately comes back to the **THREE Cs**

Capacity

CAN IT ACTUALLY DO THE JOB?

Technology readiness ≠
Operational readiness.

01



RANGE

Can it complete
our routes?

02



DUTY CYCLE

Can it handle payload,
mileage and utilisation?

03



CHARGING

Can we reliably
keep it moving?



Capability

SUSTAINABILITY BELONGS TO THE ORGANISATION

Real progress happens when every function
owns a part of the plan, and delivers

Our transition is executed **across functions**, powered by **clean data** and **strong partnerships**.



OPERATIONS & FLEET

Routes, utilisation
and maintenance
excellence.



FACILITIES & ENERGY

Energy efficiency
and on-site
generation.



PROCUREMENT & SUPPLIERS

Responsible sourcing
and strategic
partnerships.



FINANCE & INVESTMENT

Capital allocation
and commercial
rigour.



TECHNOLOGY & DATA

Clean data,
dashboards and
automation.



PEOPLE & CULTURE

Capability building
and change
mindsets.



ONE PLAN.

SHARED ACCOUNTABILITY.

REAL IMPACT.

Cost

SO, DID THE EV ACTUALLY SAVE MONEY?

Real operations.
Real routes.
Real savings.



279
eVans



2.31M
km travelled



6
months
Jan – Jun 2026

NON-SUBSIDISED RON95 PRICE (JAN–JUN 2026)

RM / LITRE



EV ACTUAL
Electricity cost

RM326K

VS

ICE EQUIVALENT
Fuel cost (non-subsidised RON95)

RM887K+

=

RM561K+
SAVED

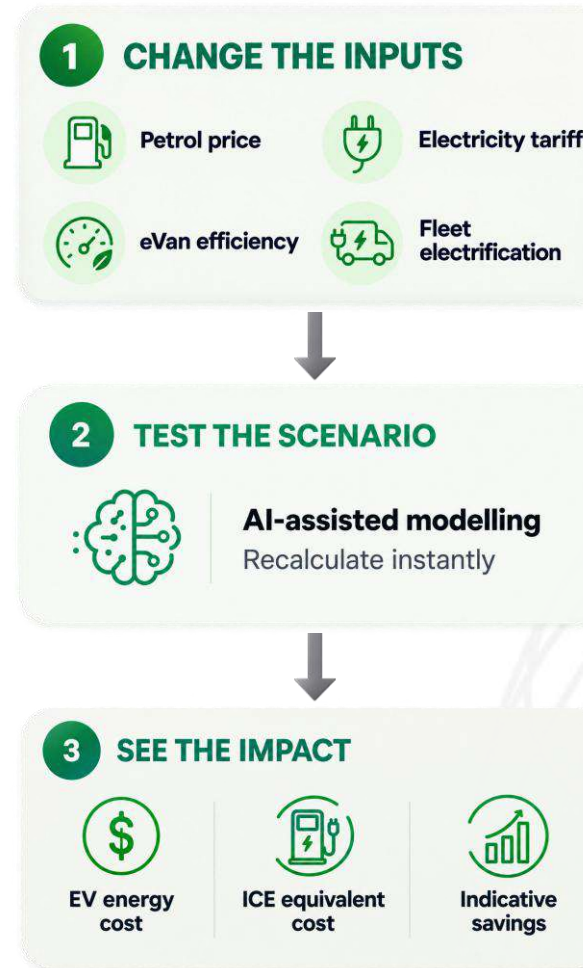


Same distance. Same operations. Different energy cost.

Scenario Analysis

WHAT IF ASSUMPTIONS CHANGE?

We stress-tested the business case against key variables.



FROM A STATIC BUSINESS CASE TO A LIVING DECISION MODEL.

We don't need to predict the future. We need to know whether the plan survives different futures.

POS GREEN

Electric delivery footprint

279 eVans and 1,252 eBikes deployed across Malaysia

1. North

Perlis · Kedah · Penang · Perak



60
eVans



252
eBikes

2. Central

Selangor · Kuala Lumpur · Putrajaya



133
eVans



580
eBikes

3. East Coast

Kelantan · Terengganu · Pahang



19
eVans



102
eBikes

4. Southern

Negeri Sembilan · Melaka · Johor



57
eVans



283
eBikes

5. East Malaysia

Sabah · Sarawak



10
eVans



35
eBikes



279
eVans
deployed



1,252
eBikes
deployed



≈ 27%
of total parcels
via green delivery

What we've learned

LESSONS FROM THE JOURNEY.

Three principles we
would carry forward into
every transition plan

01



EXECUTION BEATS AMBITION

Real operations test whether
the plan actually works.

02



DATA MAKES THE PLAN ADAPTIVE

Measure. Learn.
Recalibrate.

03



OWNERSHIP MUST BE SHARED

The organisation delivers
the transition, not
Sustainability alone.



A credible transition plan is not the one with the best forecast.
It is the one that **can adapt when reality changes.**

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THANK YOU



SCAN THE QR CODE
TO KNOW MORE ABOUT US!

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