



FROM SECRETARY- GENERAL'S DESK

Greetings from the Asian-Pacific Postal Union!

Our region is rarely short of significant postal developments, and this month I am particularly pleased to share one that merits special mention. Brunei Darussalam, one of our esteemed APPU member countries, has taken a bold and forward-looking step by corporatizing its national postal services. Effective 1 January 2026, postal operations in Brunei have been transferred to PosBru — a wholly owned subsidiary of Darussalam Assets, duly licensed by AITI. I extend my heartfelt congratulations and warmest wishes to PosBru as they embark on this new chapter. We are confident that this transition will bring with it enhanced service efficiency and an enriched experience for customers.

As we step into March, it is perhaps a good moment to pause and reflect on the environment in which our designated operators across the Asia-Pacific region — and indeed around the world — are working today. The ongoing conflicts in several parts of the globe are posing serious challenges to business continuity, and to the deep-seated commitment that postal services carry: to serve people without interruption, regardless of circumstance. As these conflicts weigh on the world economy, Posts cannot remain untouched. And yet, history offers us reassurance. The global postal family has weathered crises before — natural disasters, wars, pandemics, economic downturns — and each time, we have found a way through. I have every confidence that we will do so again, sustained by our shared spirit of connecting people and communities.

At the same time, we must remain clear-eyed about a structural challenge facing the postal sector. Despite the considerable expansion of the global economy over the past two decades, postal revenues have grown only marginally. Recent industry analysis also highlights an important reality: revenue growth does not always translate into improved profitability. This reminds us that operational

efficiency — through measures such as route optimization, transport planning, and workforce management — must be pursued alongside a continued focus on improving customer experience.

For the Asia-Pacific region — home to some of the world's largest e-commerce exporters as well as many developing postal systems — the noticeable gap between trade growth and postal revenue growth is a reminder that the challenges before us are structural, not transient. Growth in trade, in other words, does not automatically translate into growth for designated operators. The ability to capture value increasingly depends not only on network efficiency, but also on regulatory alignment, data quality, and the capacity to diversify services in a coherent and strategic manner.

One of the clearest lessons emerging from recent discussions is the growing impact of fragmentation in cross-border flows. As international routes become thinner and more dispersed, sustaining economies of scale becomes increasingly difficult. For our region, this reinforces the importance of stronger regional coordination. Greater alignment in standards implementation, data exchange practices, and operational planning can go a long way in helping our members maintain competitiveness within an ever more complex network environment.

In this context, I am glad to share that APPU's recent and ongoing activities are closely aligned with these very priorities. The Inter-regional Forum on Postal Security, held in February 2026 at APPU in coordination with the Postal Union of the Americas, Spain and Portugal (PUASP), underscored the critical importance of trust, compliance, and structured risk management in cross-border exchange. Equally, the two training programmes being run by APPU in March 2026 — the Managing Quality of Service Course and the Business Development and Marketing Course — reflect our conviction that operational discipline and strategic growth must always advance hand in hand.

In the months ahead, I would encourage members to reflect on some immediate and practical questions: How resilient are our current international corridors? Are our diversification efforts integrated and well-sequenced, or are they fragmented? Do our regulatory frameworks enable innovation while continuing to safeguard universal service? And, in what ways can regional cooperation be deepened to improve both scale and efficiency?

The answers will naturally differ from country to country, but the shared objective is clear: to ensure that the Asia-Pacific postal sector remains relevant, reliable, and adaptable amid the shifting currents of the global economy and geopolitics.

APPU will continue to serve as a platform for this dialogue and cooperation, and I look forward to working with all of you towards our common goals. I thank all members and partners sincerely for their continued engagement and wholehearted support of the Union's mission and activities.

Warm regards,



Dr. Vinaya Prakash Singh
Secretary-General, APPU



INTERREGIONAL FORUM ON SECURITY AS A KEY ELEMENT OF POSTAL SERVICES HELD IN BANGKOK



The Asian-Pacific Postal Union (APPU), in collaboration with the Postal Union of the Americas, Spain and Portugal (PUASP), successfully organized the Interregional Forum on Security as a Key Element of Postal Services from 24 to 26 February 2026 at the APPU in Bangkok.

The Forum was convened within the framework of the cooperation agreement between the two Regional Unions, with the support of the United States Postal Service (USPS), in its capacity as Co-Chair of the PUASP Security Action Working Group and Co-Chair of Committee 1 of the UPU Postal Operations Council.

Over the three-day programme, experts from the Universal Postal Union (UPU), PUASP, USPS, the World Customs Organization (WCO), the International Narcotics Control Board (INCB), and other partners addressed evolving security challenges in the global postal network.

Discussions focused on postal security certification under UPU Standards S58 and S59, Electronic Advance Data (EAD) requirements, illicit goods detection and interdiction, revenue protection, and interagency cooperation. The agenda included interactive tabletop exercises and practical simulations aimed at strengthening compliance, risk assessment, and coordination mechanisms among designated operators.

A dedicated session explored the WCO–UPU cooperation framework and upcoming regulatory developments, while the final segment of the Forum examined future actions following the resolutions adopted at the UPU Dubai Congress.

The Forum provided a platform for experience-sharing and reinforced the importance of coordinated efforts in enhancing postal security at both regional and interregional levels.

APPC LAUNCHES TWO COURSES IN MARCH 2026

The Asian-Pacific Postal College (APPC) officially commenced two major residential programmes on 2 March 2026: the Managing Quality of Service (MQS) Course and the Business Development and Marketing (BDM) Course.

Both four-week courses, running until 27 March 2026, are designed to address critical priorities in today’s evolving postal environment — service quality, customer satisfaction, operational efficiency, business growth, and marketing innovation.

As part of these programmes, APPC will host two special workshops “Service Excellence in the Postal Sector (SEPS)” and “Advanced Business Planning (ABP)”, from 16 to 20 March, providing

additional hands-on exposure to strategic application and postal business planning.

The inauguration sessions were presided over by the Secretary-General, who welcomed participants and emphasized the importance of building resilient, customer-centric and performance-driven postal organizations in the Asia-Pacific region.





INNOVATION AWARD – APPU POSTAL BUSINESS FORUM 2025 POS MALAYSIA'S INTEGRATED GREEN LOGISTICS TRANSFORMATION



Recognised with the Innovation Award at the APPU Postal Business Forum 2025, Pos Malaysia Berhad's Green Logistics Revolution illustrates how sustainability initiatives can be embedded into core postal operations through structured and operationally aligned implementation.

Rather than introducing isolated environmental projects, the initiative has been developed as an integrated roadmap combining renewable energy deployment, fleet electrification, data-driven efficiency, and customer empowerment tools. The approach reflects a deliberate effort to align environmental responsibility with operational efficiency.

An Operational Lens: Four Practical Directions

Instead of positioning sustainability as a separate programme, Pos Malaysia advanced its transformation along four operational directions:

Renewable energy integration: Solar panels are being installed across more than 400 operational sites nationwide. To date, 17 sites generate 2.262 GWh of renewable energy annually, reducing grid dependence and supporting facility operations.

Electric fleet transition: Fleet electrification has progressed steadily, with 1,400 electric vehicles deployed — representing approximately 28% of the total fleet. By 2030, the operator plans to transition all first- and last-mile delivery vehicles to electric.

Operational efficiency through data tools: Telematics technology has been introduced to monitor route optimisation, fuel consumption, and driver behaviour in real time. This allows sustainability measures to be supported by measurable improvements in safety, coordination, and cost control.

Customer-facing carbon transparency: Through the development of the Pos Hijau platform, parcel-level emissions data are made available to customers, enabling better visibility of environmental impact and supporting broader ESG alignment across supply chains.

These directions function as interconnected components rather than independent initiatives, reinforcing both environmental and operational outcomes.

How the Practice Was Advanced

▶ **Linking energy generation with transport use**

Renewable energy and electric mobility were developed in parallel, creating a closed-loop model where solar-generated power supports vehicle charging.

▶ **Scaling through operational validation**

Electric vehicles were introduced progressively across urban and rural routes to test viability under diverse operating conditions before a broader rollout.

▶ **Embedding monitoring within existing systems**

Telematics and carbon-tracking tools were integrated into operational workflows, enabling gradual adoption without major structural disruption.

Operational Results Observed

Within the first ten months of 2025, measurable outcomes included:

- More efficient postal network planning, contributing to shorter route transit times
- Reduction of 890 metric tons of carbon emissions
- 33% year-on-year reduction in paper consumption through digitisation
- 148,071 kg of waste diverted from landfills
- 100% recycled content across packaging products

These results were achieved while maintaining service continuity and operational performance.

Key Takeaway

For many members, the key lesson lies not in the scale of investment alone, but in the integration approach — connecting renewable energy, fleet management, data systems, and customer engagement within a coherent operational framework.



BRUNEI ENTERS NEW PHASE OF POSTAL REFORM AS POSBRU TAKES FULL OPERATIONAL ROLE

Brunei’s postal sector has entered a new stage of reform following the corporatisation of the Brunei Postal Services Department and the full transfer of national postal operations to PosBru Sdn Bhd on 1 January 2026. **POSBRU**, a wholly owned subsidiary of Darussalam Assets and licensed by AITI, is now responsible for delivering nationwide postal and parcel services under a modernised corporate structure.

To mark the transition, PosBru held a soft launch ceremony at the Mail Processing Centre in Berakas, officiated by the Deputy Minister of Finance and Economy (Fiscal), who also chairs the company. The event highlighted PosBru’s commitment to improving service efficiency, strengthening innovation, and adopting a more customer-focused operating model. Guests were given a guided tour showcasing ongoing upgrades to mail processing and customer service systems.

Ahead of the operational handover, PosBru also conducted stakeholder briefings to outline its strategic direction and ensure continuity for government agencies, businesses, and the public. Employee welfare remains a priority, with all former BPSD staff offered positions within the new corporatised entity.

The transition positions PosBru to build a more sustainable, digitally enabled postal operator that supports Brunei’s broader economic and service-delivery goals.

READ MORE

<https://borneobulletin.com.bn/posbru-marks-new-phase-with-soft-launch/>
<https://borneobulletin.com.bn/posbru-to-take-over-bruneis-postal-services-in-2026/>




**AWARDED
UPU GOLD
STANDARD FOR DISASTER
PREPAREDNESS**

Cambodia Post has been awarded the Universal Postal Union (UPU) Gold Certificate for Disaster Risk Management, placing it among a select group of postal operators recognized for exceptional resilience and business-continuity readiness. The certification follows a transformation that began in late 2024 and concluded with an on-site assessment in mid-2025.

The postal operator shifted from reactive crisis response to a proactive continuity model, introducing alternative operational sites, formalized resource-



allocation protocols, and structured succession planning. These measures enabled Cambodia Post to maintain service reliability during recent severe weather events, including sustaining one-day domestic mail transport and strong international performance indicators such as 7.6-day EMS and 11.2-day parcel end-to-end times.

The UPU highlighted Cambodia Post’s coordination with national disaster authorities, investment in digital infrastructure, and commitment to continuous improvement. The Gold Certificate, valid for three years, strengthens the operator’s position as a resilient logistics partner for global e-commerce and a regional benchmark for postal preparedness.



INDIA POST, UPU LINK UP FOR GLOBAL LOW-COST REMITTANCES

India Post has partnered with the Universal Postal Union (UPU) and NPCI International Payments Ltd (NIPL) to introduce a new global digital remittance service linking India's Unified Payments Interface (UPI) with the UPU's Interconnection Platform (UPU-IP). Announced at the 28th Universal Postal Congress in Dubai, the initiative aims to make international money transfers faster, cheaper, and more accessible for millions of overseas Indians, small traders, and e-commerce users.

The system connects UPI's real-time payments infrastructure with the postal network of more than 190 countries, enabling instant, API-driven transfers. Funds sent from abroad can be collected at post offices or credited directly to any UPI-linked bank account, including India Post Payments Bank accounts. This dual model strengthens financial inclusion by bridging digital payments with the physical postal network that continues to serve rural and remote communities.



The partnership is expected to significantly reduce remittance costs—often above 6% globally—and shorten settlement times from days to near-instant. A pilot phase is underway, with wider rollout planned after successful testing. The UPU sees the India Post–UPI model as a blueprint for future collaborations with other national payment systems.

» READ MORE

<https://www.upu.int/en/news/2026/january/india-post-upu-link-up-for-global-lowcost-remittances>



SET TO RENAME SUBSIDIARY AHEAD OF LISTING



Thailand Post is moving ahead with plans to restructure and strengthen its logistics operations by renaming its subsidiary, THP Distribution (THPD), to THP Logistic as part of a broader strategy to list the company on the Stock Exchange of Thailand. According to Thailand Post, the rebranding aims to better reflect the subsidiary's core activities and support its expansion in the business-to-business logistics market.

THPD currently handles around 30% of Thailand Post's logistics volume and plays a key role in middle-mile transport, bulky-parcel delivery, and nationwide distribution of medical supplies and equipment. The subsidiary has also formed partnerships with regional logistics players and recently signed an MoU with Singapore-based SWAT Mobility to optimize route management using AI technology. The collaboration is expected to reduce fuel consumption and support Thailand Post's sustainability goals.

The planned listing forms part of Thailand Post's long-term strategy to enhance competitiveness and diversify revenue streams.

» READ MORE



<https://www.bangkokpost.com/business/general/3199678/thailand-post-set-to-rename-subsiary-ahead-of-listing>



NETHERLANDS POSTPONES INTRODUCTION OF SMALL-PARCEL TAX ON NON-EU SHIPMENTS

The Dutch State Secretary for Finance, Eugène Heijnen, has informed the House of Representatives that the Netherlands will postpone the introduction of a national parcel tax on low-value imports from outside the European Union until further notice.

The original Dutch proposal sought to impose a €2 levy on parcels valued at €150 or below, most of which enter the country through cross-border e-commerce channels. However, the government has decided to suspend the plan in light of the European Union's upcoming €3 fixed customs levy, which will apply to similar low-value parcels starting July 2026. The EU measure aims to streamline customs procedures and strengthen oversight of the rapidly growing volume of small e-commerce shipments.

The Netherlands' decision follows similar moves by Belgium and France, both of which recently paused their own plans to tax non-EU e-commerce parcels. By aligning with the EU's unified approach, the Dutch government intends to avoid duplicative charges and ensure a consistent regulatory framework across member states.

The postponement means that, for now, consumers and logistics operators will not face additional domestic charges on low-value non-EU parcels. Nevertheless, the sector is expected to prepare for the transition to the EU-wide levy in 2026, which will reshape the cost structure and compliance requirements for cross-border e-commerce flows into the European market

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<https://www.dutchnews.nl/2026/01/dutch-drop-handling-fee-for-non-eu-parcels-worth-less-than-e150/>

CAINIAO SUPPORTS CHINESE ORCHESTRA'S CULTURAL TOUR IN SPAIN



A recent "Happy Chinese New Year" concert tour by a major Chinese orchestra across Spain highlighted the growing role of specialized logistics services in supporting international cultural exchange. The tour required the safe movement of high-value traditional instruments, many of which demand strict handling due to their sensitivity and craftsmanship.

Cainiao's local operations in Spain provided ground-transport support for the multi-city schedule, coordinating secure transfers between venues and ensuring punctual delivery of essential equipment. The case reflects the increasing integration of China's broader delivery sector—including both postal and licensed express operators—into global cultural, commercial, and community activities.

As demand rises for logistics solutions capable of handling delicate, high-value items, the experience demonstrates how overseas networks can complement traditional postal services and contribute to wider people-to-people exchanges.

Source: State Post Bureau (P.R.China)