KERRY
EXPRESS

SUSTAINABILITY REPORT 2023

SUSTAINABLE DEVELOPMENT

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SUSTAINABILITY AT KERRY EXPRESS

About this Sustainability Report
(GRI 2–2)

The 2023 sustainability report has been prepared in accordance with the GRI Standard: Core option, which presents KEX's commitment to conducting business with sustainability in mind. This includes engaging with key stakeholders, offering products and services that meet customer needs, preparing staff to be agile for business competition, and driving the green economy in Thailand by utilising our key strengths. The material issues and management approaches reflected in this report align with KEX's business practices and strategic focus for the next 3–5 years. Additionally, the report on business and human rights outlines KEX's adoption of the United Nations Global Compact's 10 Principles (UNGC) and highlights the progress made towards their implementation The scope of the 2023 sustainability report covers the operational performance of KEX and its subsidiaries, which include Kerry Express Service Company Limited and Kerry Express Betagro Company Limited. This reporting scope encompasses 100% of KEX's sales revenue. The period of reporting covered 1st January 2023 to 31st December 2023.

For more sustainability information
(GRI 2–3)

Sustainability Taskforce
Kerry Express (Thailand) Public Company Limited

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Sustainability Policy

KEX has identified key ESG topics that create significant value throughout our operations, the environment, and our stakeholder's expectations. We focus on the three primary pillars of Environmental, Social and Governance (ESG) aspects of sustainability and have identified the purpose and vision of KEX's directions in what we believe can create a positive impact on the future of sustainability in the industry. The vision provides a general overview of the ESG topics that will be emphasised later using the strategy framework. KEX truly believes that focusing on these ESG topics will help guide the Company to develop in a more sustainable manner.

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STAKEHOLDER IN KEX BUSINESS VALUE CHAIN

License permission	Partnership engagement	First mile delivery and service	Sorting	Last–mile delivery
• **Government agencies** Capital market regulator Other regulators in relation to express delivery service • **Shareholders / Investor** • **Financial Institution**	• **Business partners, supplier and sub–contractors** who provide office equipment and operating equipment, energy partners, financial institutions, garbage disposal vendors, and IT equipment suppliers etc. • **Shareholders / Investor** • **Financial Institution**	• **Customers** • **Employees** • **Society & Communities** • **Shareholders / Investor** • **Financial Institution**	• **Employees** • **Society & Communities** • **Shareholders / Investor** • **Financial Institution**	• **Customers** • **Employees** • **Shareholders / Investor** • **Financial Institution**

Investors, shareholders and staff at all levels

Material Topics

1 Corporate Governance & Business Ethics

2 Risk & Crisis Management

3 Service Quality and Customer Relationship Management

4 Brand Management

5 Supply Chain Management

6 Innovation Management

7 Business Growth and Performance

8 Cyber security & Data Privacy

9 Energy & Climate Strategy

10 Circular Economy & Waste Management

11 Occupational Health & Safety

12 Community Engagement

13 Human Capital Development

14 Human Rights

15 Talent Attraction & Retention

16 Diversity and Inclusion

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Stakeholder Engagement Approach

Stakeholders	Expectation and interests	Engagement channels	KEX Action
1 **Customers**	**Service Quality and Customer Relationship Management** • Good service quality with affordable price • On-time delivery service **Cybersecurity & Data Privacy** • Provide service with data privacy and security of customer information **Brand Management** • Provide good service quality with consistently	• Customer satisfaction survey • Customer engagement survey • Communication via Call Centre 1217 • Grievance mechanism such as company secretary or audit committee e-mail	• Revamp pricing scheme, while maintain a level of service quality • Promote Kerry Express's service level as corporate KPI • Setup the Audit Contre to sampling check customer's perception towards drivers and delivery quality • Set up control room to monitor operations • Debut Kerry Express Loyalty Club, the customers' loyalty program • Provide training on service quality to our driver and courier men and women • Communicate, disclose and advertise to customers with accuracy, transparency, accuracy and completeness • Invest in cybersecurity to protect customer's information

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Stakeholders	Expectation and interests	Engagement channels	KEX Action
2 **Employees**	**Human Capital Development** • Training and development • Attractive and competitive • Compensation and benefit • Two-way communication with senior management team **Human Rights** • Fair treatment; respect to human rights **Talent Attraction & Retention** • Reasonable wages and benefits. **Occupational Health & Safety** • Provide good environment and safety at workplace **Diversity and Inclusion** • Respect to individuality	• Employees engagement survey • CEO townhall • Human resources team • Welfare committee • Whistleblowing and grievance mechanism such as Kerry Nokweed and Kerry Police	• Debut Kerry University, a learning and development hub for KEX employees at all levels • Review and revise training and development policy • Set up compliance training on business code of conduct as one of the mandatory courses for all employees • Re-organise human resource team and set up dedicated headcount to look over employee's compensation and benefit • Promote CEO townhall as the main communication channels between the CEO and employees • Association program to provide more accessibility for internal staff and to attract young talents from outside with new set of development plan and compensation structure
3 **Shareholders / Investor**	**Corporate Governance & Business Ethics** • Accurately and transparent disclosure • Good corporate governance **Risk & Crisis Management** • Operate business with appropriate risk **Business Growth and Performance** • Business growth and good performance • Sustainable business growth **Innovation Management** • Constantly invent new innovations to increase competitiveness.	• Form 56-1 One Report • Annual General Meeting of Shareholder (AGM) • Quarterly MD&A • Investor Relations Website • SET Company Snapshot • The Stock Exchange of Thailand activities such as Opportunity Day, Thailand Focus • Company activities such as Analyst Meeting, Company Roadshow • Management of risks to drive sustainable growth in the future	• Provide accurately and transparent disclosure of information • Operate business under appropriate risk management and good governance • Update investor relations website with accurately information in timely manner

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Stakeholders	Expectation and interests	Engagement channels	KEX Action
4 **Society & Communities**	**Community Engagement** • Job opportunity • Corporate social responsibility **Energy & Climate Strategy** • Reduce fuel consumption • Reduce carbon emission **Circular Economy & Waste Management** • Proper waste management	• Community engagement survey • Safety, Health and Environmental management team • Government network and programmes • Whistleblowing and grievance mechanism such as company secretary or Audit Committee email • Optimisation new route • Use recycle material	• Promote equal job opportunity to join KEX • Roll out university engagement programme to engage with university's students on job offering and education for future career planning • Set up Safety, Health and Environmental management teams and regional team as dedicated business functions to engage with community surrounding distribution centres and sorting hubs • Continuously support charitable programmes of Thai government and private sector to uplift community's well-being and environmental management • Operating business with due care and fully complies with laws & regulations
5 **Financial Institution**	**Corporate Governance & Business Ethics** • Operate business with good corporate governance • Punctual payment • Sustainable business growth **Risk & Crisis Management** • Operate business with appropriate risk **Business Growth and Performance** • Business growth and good performance • Sustainable business growth	• Form 56-1 One Report • Quarterly MD&A • Investor Relations Website	• Operating business under good governance • Provide accurately and transparent disclosure of information

Stakeholders	Expectation and interests	Engagement channels	KEX Action
6 **Business Partners, Supplier and Sub–Contractors**	**Supply Chain Management** • Co-partnership on environmental solution for express delivery service **Corporate Governance & Business Ethics** • Fair treatment and compensation • Win-win partnership **Occupational Health & Safety** • Provide good environment and safety to Business Partners, Supplier and Sub-Contractors **Human Rights** • Fair treatment; respect to human rights	• Suppliers' survey • Business partners' meeting • Company's representative • Whistleblowing and grievance mechanism such as company secretary or Audit Committee e-mail	• Set up local point for business partners and suppliers based on type of partners • Review and revise the procurement policy and partnership scheme to promote fair practice and compensation as well as to support the engagement with social enterprises and eco-friendly products and solutions • Formulate communication channels and training on supplier code of conduct • Set up sustainability strategy and roadmap with due consideration on partnership for the sustainable future • Assign key account team and procurement team to continuously discussion for partnership engagement for electric vehicles and other environmental solution
7 **Government agencies**	**Corporate Governance & Business Ethics** • Regulatory compliance	• Legal and compliance business units • Meeting with company's representative • Form 56-1 One Report • Whistleblowing and grievance mechanism such as company secretary or Audit Committee e-mail	• Set up dedicated team and business units to monitor regulatory compliance, anti-corruption and license renewal • Government relationship management • Publicly communicate and disclose the information with accuracy, transparency, honesty, and completeness

Materiality Assessment

STEP 1 – Identification

Identifying issues from both internal and external factors that are potentially impact to the long-term growth of KEX by analysing business direction, the risks and opportunities under the economic and market condition, social movement and employees' expectation as well as an impact from climate change toward KEX operation in short-term, medium-term and long-term. After getting a longlist, the management was involved in decision making on the most material issues that should be focused (shortlist)

STEP 2 – Prioritisation

Prioritising the material issues in the shortlist proposed by the management team The Executive Committee was involved in decision making in this stage to review the material issues and priortise them. Through reviewing the shortlist, the Executive Committee considered the results from the stakeholder's engagement survey and other factors provided by the management team. Through evaluation, the Executive Committee ranked the material issues in high, medium, and low based on two dimensions: Stakeholders' perspective (significant issues that stakeholders are interested in and stakeholder's expectation toward KEX) KEX's perspective (impact to business)

STEP 3 – Validation

Validating the most material issues

The sustainability taskforce together with the Finance Director who is the team leader were the first row to review the results from step 2 to ensure the alignment with the view of the Executive Committee, management team and stakeholders' engagement results. Then, the independent third-party verifier was invited to review again in order to ensure the accuracy of process and results as well as the completeness of information and materiality matrix. Then, the Executive Committee proposed the material issues and materiality matrix for the Board of Directors' approval with the commitment to submit goals and roadmaps for short-, medium-, and long-term execution for the Board of Directors' approval.

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Materiality Matrix

Impact on Stakeholder — High / Low

Low — High
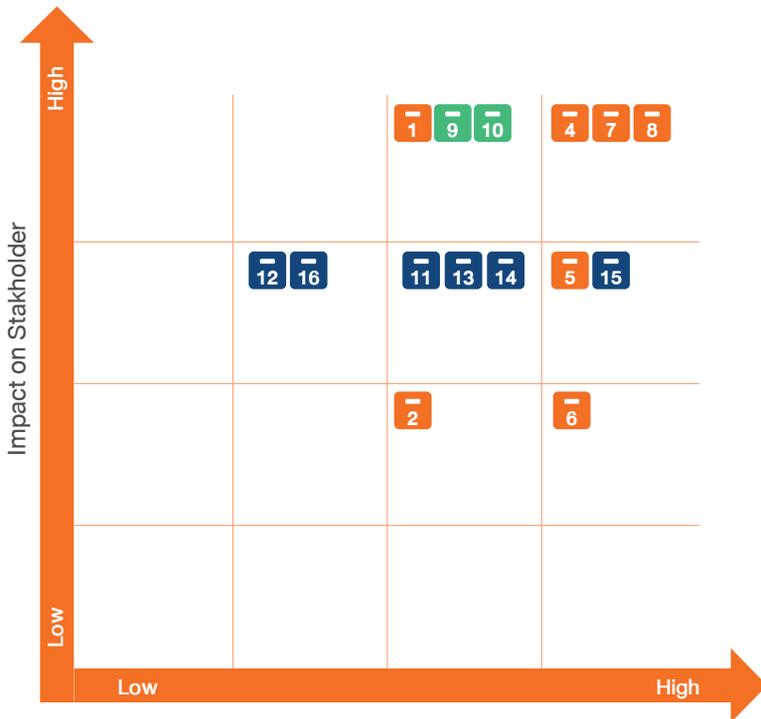
Economic
1. Corporate Governance & Business Ethics
2. Risk & Crisis Management
3. Service Quality and Customer Relationship Management
4. Brand Management
5. Supply Chain Management
6. Innovation Management
7. Business Growth and Performance
8. Cyber security & Data Privacy

Environment
9. Energy & Climate Strategy
10. Circular Economy & Waste Management

Social
11. Occupational Health & Safety
12. Community Engagement
13. Human Capital Development
14. Human Rights
15. Talent Attraction & Retention
16. Diversity and Inclusion

SDGs

SDGs	KEX Responding to SDGs	Topic in this report
4 QUALITY EDUCATION	We implement human resource management plans carried out by our People Development team by establish Kerry University consist of leadership development, core training, functional skill development, and management skill development.	• **Human Capital Development** • **Talent Attraction and Retention**
8 DECENT WORK AND ECONOMIC GROWTH	We operate business with good corporate governance and business ethics	• **Service Quality and Customer Relationship Management** • **Talent Attraction and Retention**
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Continue investing in in-house developed proprietary technologies, information technology systems, research and development capabilities Moreover, KEX continue to invest in Cybersecurity to protect privacy data of customer, business partner, employees.	• **Innovation Management** • **Cybersecurity and Data Privacy**
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	We use 70% recycled materials for our boxes, satchel bags and 100% recycled materials for envelopes	• **Green Economy**
13 CLIMATE ACTION	Reduce carbon emission through route optimization and efficient use of natural resources.	• **Green Economy**

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KEX Responding to SDGs through 6 Sustainability Strategies focuses.

6 FOCUSES SUSTAINABILITY STRATEGIES

Environment

Green Economy
Striving towards the Global Challenge, a net zero emission within 2050

Social

Human Capital Development
Upskill employees at all levels to ensure the competencies abilities and agility that meet the future needs and business direction.

Talent Attraction and Retention
Create Talents that fit with the business goals and future and make agile organization

Economic

Service Quality and Customer Relationship Management
Focus on enhancing service quality & customer relationship management by orientating KEX services based on customer–centric approach

Innovation Management
Drive innovation forward through investments, research and development of new products and services to ensure good user experience, accessibility, convenience, and social inclusion for all.

Cybersecurity and Data Privacy
Ensure a secure information management system and handling of personal data to enhance a safe and secure internal system and avoid all information breaches

In order to drive the 6 strategic focuses, the Company has established the sustainability taskforce who report directly to the Finance Director, comprising of department heads of each core business function.

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THE BOARD OF DIRECTORS

- Approve the sustainability strategy, policy, and target
- Oversight the implementation of those strategy and policy
- Approve the annual budget for sustainability programmes

THE EXECUTIVE COMMITTEE

- Approve the sustainability roadmap and initiative in order to achieve the target set by the Board of Directors
- Provide advice to the management team on implementation
- Monitor the implementation and result

THE CHIEF EXECUTIVE OFFICER

- Provide visionary leadership and coordinate with management team and sustainability taskforce to develop and incorporate the sustainability strategy into the corporate vision, mission and strategic direction
- Review and ensure that the day-to-day business operation is in line with sustainability strategy
- Monitor the implementation of roadmap and initiative to ensure the target achievement

THE FINANCE DIRECTOR

- Lead the sustainability taskforce in analysing and developing the sustainability strategy, policy, roadmap and relevant matters that are important to the sustainability of the Company
- Lead the sustainability taskforce in ensuring the Board of Directors and management team are kept up to date of any regulatory changes in relation to sustainability which impact the Company's business, competitive strength and its strategy
- Provide advice to the sustainability taskforce and ensure their capacity and capability are fit in to the Company's requirement in relation to sustainability programmes and scope of work
- Ensure the sufficiency of manpower and resources
- Regularly report the progress to the Executive Committee and the Board of Directors

THE SUSTAINABILITY TASKFORCE

- Develop the sustainability strategy and policy to propose for the management and the Board of Directors' approval
- Review the Company's policy and practise against the applicable laws and regulation to avoid the non-compliance
- Facilitate internal functions to develop the roadmap and initiatives
- Ensure that Board of Directors and management team are kept up to date of any regulatory changes in relation to sustainability which impact the Company's business, competitive strength and its strategy
- Communicate and ensure the understanding of employees in doing their job with sustainability mindset
- Prepare the annual report to declare and disclose the information relating to the sustainability of the Company
- Monitor the change of sustainability standard and provide the update to the Chief Investment Officer, management team as well as the Board of Directors
- Regularly report the result of implementation against roadmap and target to the Chief Investment Officer and the Chief Executive Officer

The sustainability Taskforce chairs by the Finance Director and consists of the head of key business units – corporate finance, investor relations, operation, company secretary and compliance as well as corporate admin and procurement team.

GREEN ECONOMY

COMMITMENT & GOAL

Align our business activities with Thailand's ambition of achieving Net Zero through waste segregation, route planning and deployment of renewable energy.

POLICY GRI 103

KEX's Environmental Management Policy covered the following aspects and actions:

1 KEX shall set up a dedicated function to monitor and follow up the compliance with environmental management laws and regulations and take other actions to achieve the Company's environmental management target.

2 KEX shall continuously give precedence to natural resources conservation and reduce waste generated from our business operation by promoting efficient resource utilisation, awareness of the safety of the society, community, and environment, business operation under standard operation and good control, promotion of sustainable and environmental management, and culture of social, community and environmental awareness. KEX also supports participative activities that take part in environmental conservation.

3 KEX is committed to the proper disposal of hazardous and non-hazardous waste, ensuring that all processes are executed in compliance with legal regulations and best practices for environmental impact management.

4 KEX shall support innovations that provide good support to environmental management.

5 KEX shall provide its staff with sufficient training, instructions, and information to develop and encourage environmental awareness.
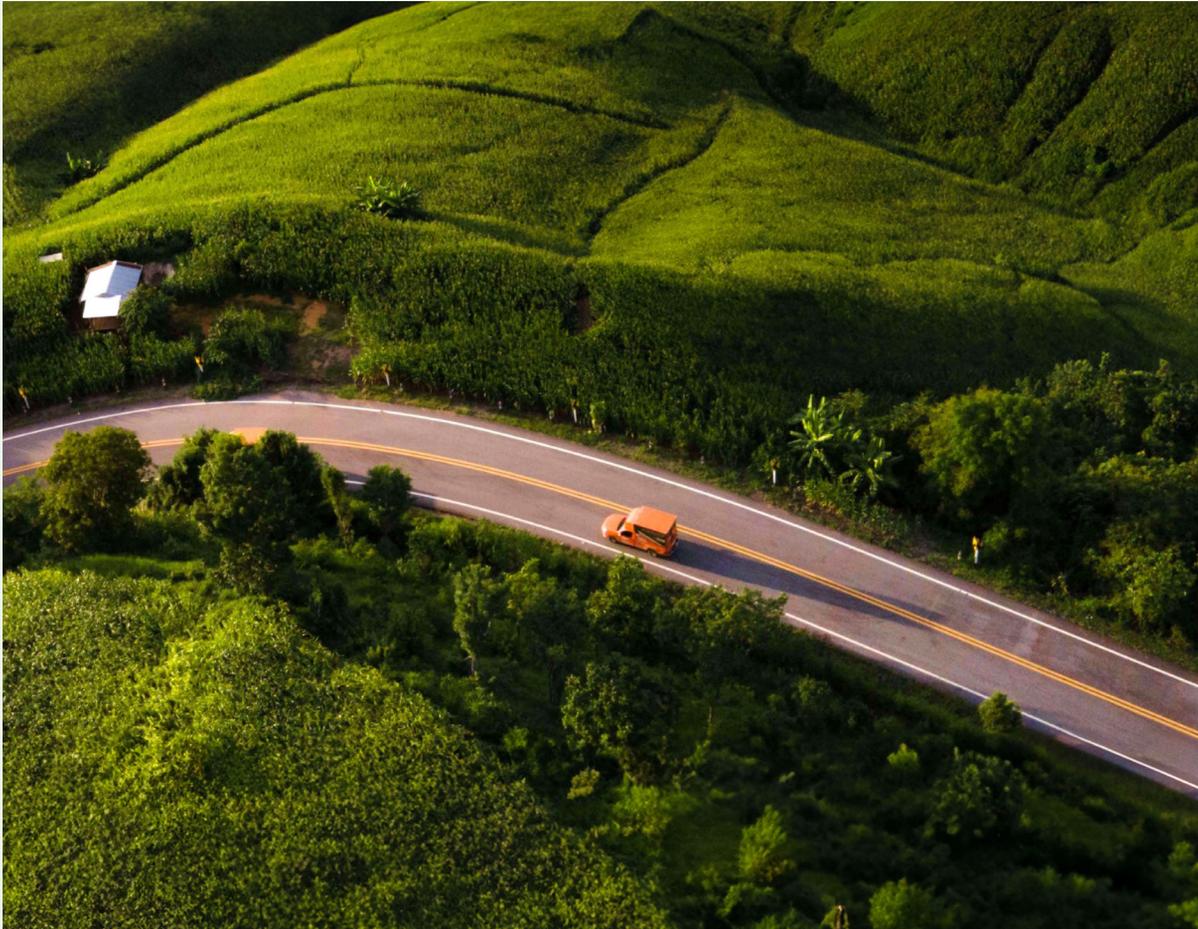
WHAT WE RESPOND TO **GREEN ECONOMY**

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Route Optimisation and Route Planning GRI 302

In 2023 KEX continue to enhance route management and planning by adopting technologies to plan delivery routes and monitor vehicle routes, especially 6-wheel vehicles that travel cross-provinces. The volume of packages increases per vehicle and the right kinds of vehicles are

selected for each route. As a result, KEX managed to reduce the average distance per month, the transportation cost and the greenhouse gas emission rate is reduced. Moreover, KEX announces that all delivery staff must not violate the speed limit of 80 kilometers per hour and emphasises that the occupational health and safety division must train all drivers before they start working and conduct a test for narcotic abuse before driving each day. Any staff who violates these regulations will be subject to disciplinary actions.

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Green packaging GRI 305

In 2023, we continue to use all packaging made from recycled materials and 100% of our packaging is recyclable. Due to the high delivery volume of more than 1 million parcels per day, our strategies to use eco-friendly packaging are the key to lowest possible impact on the environment.

Our variety of packaging, including white boxes, satchel bags, fruit boxes and tree boxes, is made from more than 70% recycled materials to reduce the use of nature resources. Moreover, the package is highly durable, protecting the content within a package from damage during transportation. Both senders and recipients can rest assured that the parcels will be safe in eco-friendly packaging.

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Resource Efficiency Campaign GRI 302, GRI 305

The company places great importance on the efficient use of resources, through resource efficiency campaign to encourage employees to use resources appropriately.

The campaign consists of saving resources in 4 ways:

1. Turn off air conditioner and lights every time it is not used.

2. Turn off computer during lunch break and after use.

3. Use recycled paper and avoid unnecessary color printing.

4. Use water economically.

Performance GRI 302, GRI 303, GRI 305, GRI 306

	Unit	2021	2022	2023
Total Electricity Consumption	kWh	38,510,497	36,329,891	21,566,323
Total Water Withdrawal	M3	284,230	396,359	290,769
Total Waste Generated	Tonnes	–	142	N.A
Total Hazardous Waste Generated	Tonnes	–	42	N.A
Total direct GHG emission (scope 1)	$kgCO_2eq$	678,280	394,049	238,544.57
Total indirect GHG emission (scope 2)	$kgCO_2eq$	19,251.4	18,161.31	13,941.29
Total indirect GHG emission (scope 3)	$kgCO_2eq$	–	324,707.24	259,133.64
Percentage of employees who received the training on ESG	%	100	100	100
Percentage of strategic suppliers who received the training on ESG	%	100	100	100
Percentage of strategic suppliers were screen on environmental policy and regulatory compliance	%	100	100	100

HUMAN CAPITAL DEVELOPMENT

COMMITMENT & GOAL

Upskill employees in all levels to ensure the competencies and abilities to rotate between departments without major disruption.

POLICY GRI404

The Company focuses on developing its personnel in order to help them optimise their capabilities rather than hiring many employees. In the past year, the Company was reorganised based on the current business conditions and future business direction. The human resource team plays a role in identifying each employee's talent and setting professional development goals.

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Management Frontline Support GRI404

KEX's Managements give an opportunity to employee that work at sorting hub and distribution center to meet with our management to learn about leadership skill and best practice on express delivery operation.

New employee training GRI404

KEX Provide training to new employees before starting work, so that employees can work smoothly under the company's culture. It also increases knowledge and understanding in maintaining employee's own human rights.

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Fire Drill and Evacuation Training
GRI 403

KEX conduct fire safety training in order to train our employee to escape safely from a fire in a building, this practice is to prevent fetal injury.

Dual Career Path

The purpose of this initiative is to motivate couriers by sharing the inspiring stories of two individuals who started their careers and have since progressed to become successful PM and RGM positions. Their remarkable journey serves as proof that hard work and dedication can help individuals achieve their career goals.

KEX Pro Courier Teaching Program

Experienced senior couriers who have demonstrated outstanding performance will receive training to become "teachers" for new couriers. These Pro Courier will be paired with new hires to guide them in quickly adapting to their role and achieving high performance, improving retention rates for new employees.

They will also emphasize the significance of their role in driving the company's success. Their dedication and efforts will foster a community of couriers who motivate and uplift each other to reach new heights.

Performance GRI 302, GRI 303, GRI 305, GRI 306

	Unit	2021	2022	2023
Employee's hour of training	Hours / Person / Year	3	4	3
Average hour of male Employee's training	Hours / Person / Year	27	4	4
Average hour of female Employee's training	Hours / Person / Year	42	3	3
Management's hour of training	Hours / Person / Year	1.44	0.64	8.34
Average hour of Male Management's training	Hours / Person / Year	1.37	0.68	8.35
Average hour of female Management's training	Hours / Person / Year	1.54	0.58	8.34
Human Development Cost	THB	4,125,300	N/A	1,997,610
Percentage of total employees who received a regular performance appraisal/review	%	97	91	N.A
Percentage of total male employees who received a regular performance appraisal	%	97	90	N.A
Percentage of total female employees who received a regular performance appraisal	%	98	93	N.A

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TALENT ATTRACTION AND RETENTION

COMMITMENT & GOAL

Create culture that suits the future of talent mobility within the company and enhance quality of life and work–life balance through our well-being programmes.

POLICY GRI402

The Company is committed to places high important on talent attraction and retention rather than hiring many new employees. By provide appropriate remuneration and welfare both permanent employee and contract employee. And aim to build positive working environment for employees to live in a happy working place and have well–being.

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TALENT ATTRACTION AND RETENTION

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

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International Management Trainee Roadshow GRI404

"International Management Trainee" (IMT) program is one of the KEX talent attraction campaigns, to give an opportunity to newly graduated students to build their fast–pace career growth for being future leaders. The program is length for 9–12 months with the opportunity to train in China where applicants can learn the business and company culture.

In 2023 KEX have promoted IMT program to many universities in Thailand for example Chulalongkorn University, Thammasat University, Burapha University, Chiang Mai University (CMU), Chiang Mai Rajabhat University, Mae Fah Luang University.

University Campus Roadshow

KEX has visited many universities in Thailand for Engineering Career Fair. To give an opportunity to engineering student to train with our engineering department which has new edge technology among Thailand express delivery service.

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Intern Site Visit

KEX took IT Interns to visit Kerry Bangna Logistic Center (KBLC), the biggest sorting hub of KEX in Thailand. We have applied many technologies to KBLC to enhance our operations processes. IT Interns visiting is set to let Interns learnt how Kerry Express applied technologies to our business and how impactful their works are.

At KEX, Technology is the heart of our operations excellence. We use various Technologies to uplift our business to be the most effective in terms of operations processes. As we have delivered parcels more than 1.0 million parcels a day, we are unable to achieve this without using Technology. With that Kerry Express is the company which puts Technology at the top of our priorities.

Meeting with Head of IT

KEX have 10 interns of batch 2023 from the Information Technology Department joined in the Cooperative Education program that Kerry Express has partnership with their universities. The special event "IT Interns first meet and greet with Head of IT" for giving interns a chance to learn and hear about the career journey with suggestion for their working life preparation after graduation.

The sharing session allows our interns to learn from our Leaders and share their feedback after working with Kerry Express for a while as well as to ask any questions that they have directly to Head of IT and others. to build engagement among them and make interns feel comfortable to discuss and share in any topics because their feedback about their internship experience at KEX is very important to us, so we know what we should do to improve our internship program further.

Internship program is the program that Kerry Express put as our priority and placed importance on it. We focus on the experience of our interns and do our best to ensure that every intern who joins us will learn something meaningful and be able to apply them into their study and daily life.

The Star Courier GRI 402

The main goal of the quarterly star courier publication is to cultivate and acknowledge the outstanding contributions made by Courier who serve as exemplary role models within their respective regions.

This publication aims to enhance courier morale and demonstrate recognition for their valuable contributions.

Welcome New Employee GRI 402

KEX always give a warm welcome to new employees, by create e-flipbook on monthly basis, to introduce new employees to the KEX Family.

New employee will be receiving a warm welcome. Moreover, they will be known by KEX Family which makes work and coordination go smoothly.


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SERVICE QUALITY AND CUSTOMER RELATIONSHIP

COMMITMENT & GOAL

Focus on enhancing service quality & customer relationship management by orientating KEX services based on customer-centric approach.

WHAT WE RESPOND TO

SERVICE QUALITY AND CUSTOMER RELATIONSHIP
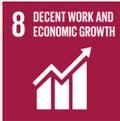
ULTIMATE FRUIT DELIVERY TO DOORSTEPS GRI 413

In 2023, KEX stands as the only player in the market to offer fruit shipping solutions covering every corner of Thailand. This tremendous success stems from Kerry Express's relentless dedication to delivery and its quality management strategies, which are anchored by three Key strengths: Next-Day Guarantee, Nationwide Coverage, and Committed Date of Delivery.

These strengths have made the services convenient, fast, safe, worry-free, and cost-efficient for both senders and receivers, while also allowing Kerry Express to offer farm-fresh experiences, meeting the needs of all customers. All of these are to assure that its customers can continue sending happiness non-stop while growing their businesses uninterrupted, no matter what business sizes they are, whether SMEs, e-commerce, or social commerce.

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TOUCHPOINT EXTENSIONS

KEX is unwavering in our commitment to carrying forward the 'Kerry Express Everywhere' strategy to expand our extensive network by joining forces with esteemed partners such as Lotus's, 7-Eleven and more.

In 2023, KEX expanded our network through partners more than 2,000 locations, elevating convenience for customers. This expansion aligns with the preferences of newer generations, who prioritize easy and convenient access to services, particularly in the wake of the swiftly growing online shopping trend.

2023 Performance

Net Promoter Score **61**

98% of respondents intend to continue using Kerry Express in the future.

94% of respondents are satisfied with Kerry Express's delivery service.

73% of respondents associate Kerry Express as a trustworthy parcel delivery service.

73% of respondents associate Kerry Express with quick delivery service.

INNOVATION MANAGEMENT

COMMITMENT & GOAL

Drive innovation forward through investments and R&D of new products and services to ensure good user experience, accessibility, convenience and social inclusion for all.

WHAT WE RESPOND TO
INNOVATION MANAGEMENT
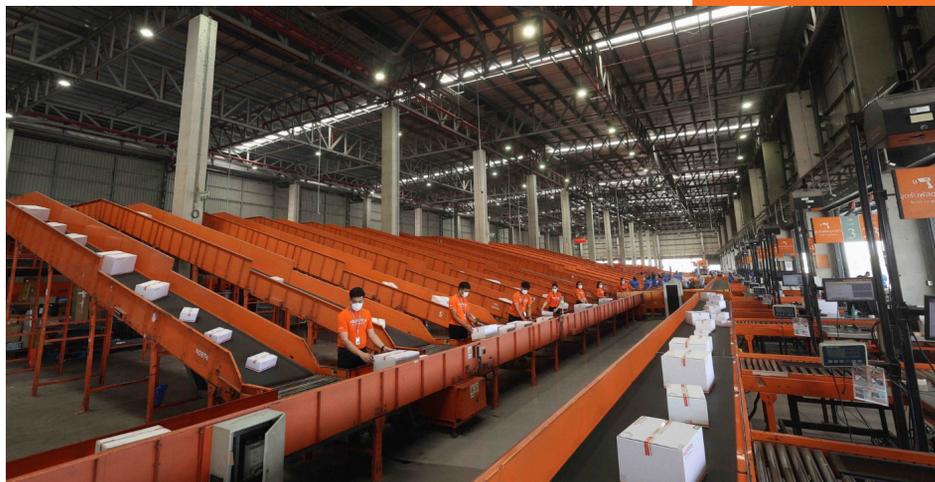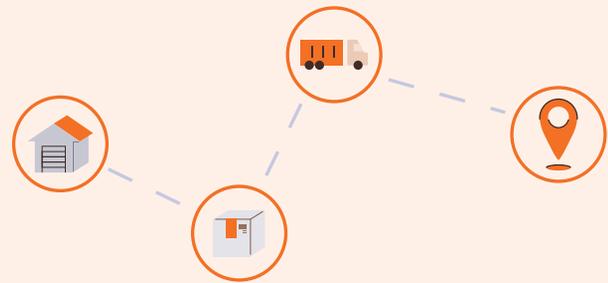
PILOT PROJECT FOR AUTOMATED SORTING MACHINE

The Company has started to rebuild sorting and transit facility to build strong and nationwide network. In June 2023, the Company first pilot project for automated sorting machine started in Khon Kaen which was the center point of northeast transit, and the project started to show a cost efficiency achieved in per parcel of delivery.

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CYBERSECURITY AND DATA PRIVACY

COMMITMENT & GOAL

Ensure a secure information management system and handling of personal data to enhance a safe and secure internal system and avoid all information breaches

WHAT WE RESPOND TO

CYBERSECURITY AND DATA PRIVACY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Established a steering committee

KEX established a steering committee on technology security and cybersecurity chaired by the CEO. The committee regularly holds meetings to review the performance, evaluate risks, and devise a plan to handle attacks and shocks of all kinds. The steering committee consists of representatives from the information security division and the business division involved in data and document management and IT threat prevention. Moreover, an information technology security audit division independently audits the Company's internal control system once every quarter.

The Personal Data Protection Steering Committee has the Chief Financial Officer as its chairperson and the risk management and governance supervisor as its secretary. The steering committee consists of the executives in the areas involved with customer, employee, and stakeholder data. This steering committee, directly reporting to the CEO, regularly holds meetings to evaluate risks, acknowledge and monitor the progress of work plans, and consider any additional projects or plans for risk closure.

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Structure of Strategic responses

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              ┌─────────────────────────────────┐
              │     Steering Committee (SC)      │──────────┐
              └─────────────────────────────────┘          │
                             │                     ┌────────────────────┐
              ┌─────────────────────────────────┐  │   Internal ISMS    │
              │  Information Security Management │  │      Auditor       │
              │       Representative (ISMR)      │  └────────────────────┘
              └─────────────────────────────────┘
                             │
              ┌─────────────────────────────────┐
              │  Information Security Management │
              │        Assistant (ISMA)         │
              └─────────────────────────────────┘
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          ┌───────────────────┐  ┌───────────────────┐
          │ ISMS Core Team    │  │    Document       │
          │      (CT)         │  │    Controller     │
          └───────────────────┘  └───────────────────┘
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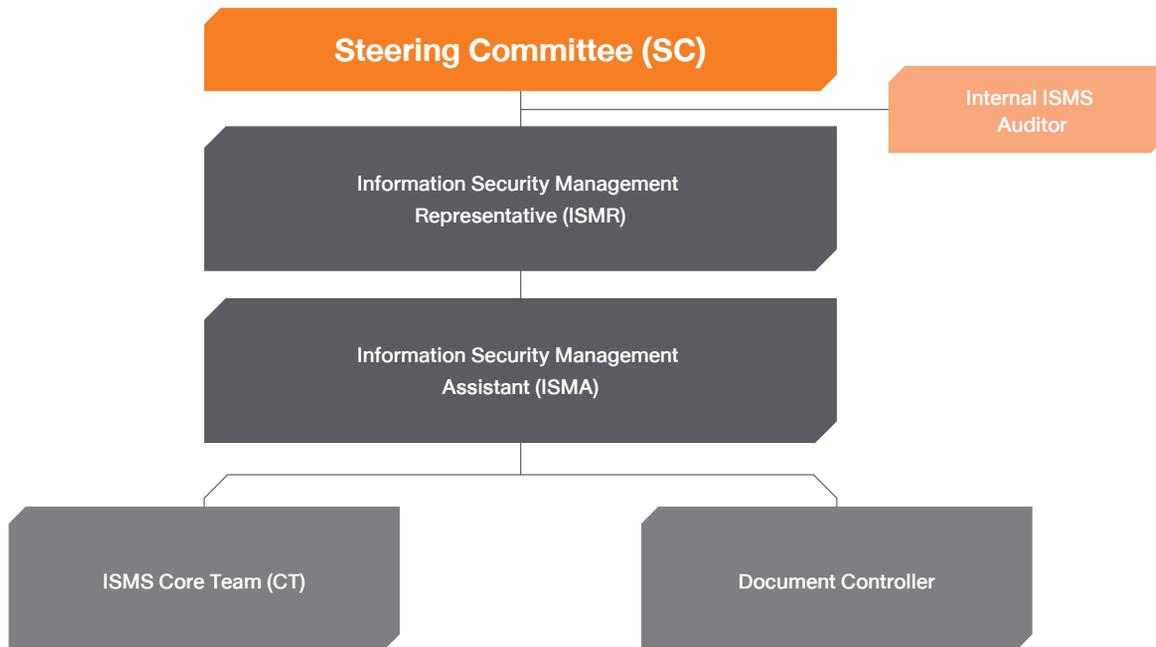
Building an Effective Control Environment

Apart from the cybersecurity and personal data governance and allocation of adequate budget, the Board of Directors also stipulates the Information Technology Security Policy, covering data classification, acceptable use, cryptographic control, and Customer Data Privacy Protection Policy.

As KEX values prevention more than cure, KEX has adopted the cybersecurity framework of the National Institute of Standards and Technology (NIST) from the USA to use as the guideline to evaluate risks and implement proactive risk management measures for cybersecurity. Risks are evaluated once per quarter, more often than the ISO 27001 standard, which prescribes that evaluation must be conducted once a year. The top three risks are as follows.

1) Cyberattacks on applications

› Risk Prevention:

- To prepare the work steps documents on developing applications per the OWASP 10 standard to be a guideline on things to consider before developing an application. We should identify any loopholes in the system and any possible attacks for effective prevention.

- To work with Cloudflare, the world's No. 1 network provider, to improve the speed of every application by the Company and add features that can prevent attacks from cybercriminals.

- To use penetration testing by hiring third–party white hat hackers to regularly test and hack the applications to identify any loopholes and close them in time.

- To examine the source code right from the first stage of application or system development to ensure that the source code does not open any loopholes that allow cyberattacks.

2) Malware attacks in the Company's system

❯ **Risk Prevention:**

- To create attack scenarios (ransomware playbook) to test the preventive measures, event response, and allocation of responsibilities. The scenarios are reviewed at least once a year.

- To install the Security Operation Centre to monitor events 24 hours and identify the level of severity that may impact the Company's system by working with the Company's cybersecurity team to come up with timely solutions. To record and gather data about events and malware attacks for further analysis and establish a measure to monitor risks and any possible severe impacts.

3) Data theft

❯ **Risk Prevention: To use multi–factor authentication to verify user identity.**

- To set up data hierarchy and authorise persons with access to data at each level and person with authority to approve access (access matrix). The hierarchy must be reviewed at least once a year.

- To establish a cybersecurity culture that values personal data protection.

  - To conduct training for employees on cybersecurity and protection of customers' confidential data: such as ISO 27001 training for IT employees and training on how to write

emails and malware threats awareness for general employees. Employee orientation must also include topics on personal data protection under the Personal Data Protection Act B.E. 2562 (2019).

  - To work with the major shareholders to provide annual revision courses on cybersecurity and personal data protection for all employees of the Company and its subsidiaries and affiliates. A mandatory test for all employees is scheduled in December of every year. In the past year, 100 percent of our employees completed the course and test.

  - To include cyberattack, malware, and personal data leak prevention as a part of the performance evaluation of the IT security team and IT team.

- To conduct the vulnerability assessment, using vulnerability scanner, to scan all servers in the organisation against the global risk control database to identify any loopholes and develop preventative measures.

- To determine a procurement policy for IT equipment and infrastructure. The service providers must be certified by ISO 27001 or other internationally accepted standards. The provider must also obtain insurance that covers damages from cyberthreats that may occur to the Company.

- To devise a business continuity plan following the ISO 27001 standard, covering possible events, preventative and data recovery measures, alternate measures, roles and responsibilities, and event response. The plan is tested once a year.

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Enhanced Firewall System

In 2023, KEX Continue to enhance cybersecurity by implement of an enhanced firewall system to prevent cyberthreats, data leaks, and system disruption in all of our system.

Budget to prevent cyberthreats, data leaks, and system disruption and to build cybersecurity.

2021	11.5
2022	28.5
2023	32.2

(Unit : THB million)

Performance

		2021	2022	2023
	Total number of information security breaches or other cybersecurity incidents	0	0	0
	Total number of proven data breaches	0	0	0
	Total number of customers and employees affected by company's data breach	0	0	0
	Total amount of fines/ penalties paid in relation to information security breaches or other cybersecurity incident	0	0	0
	Total number of substantiated complaints received concerning breaches of customer privacy (include complaints received from regulatory body and government agency)	0	0	0

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Sustainability Performance Statistics

💼 Economic

Indicator	Unit	2020	2021	2022	2023
Total assets	Thousand Baht	19,318,235	17,045,554	12,093,235	9,055,705
Total liabilities	Thousand Baht	8,470,763	7,728,662	5,595,548	6,412,806
Total equity	Thousand Baht	10,847,472	9,316,892	6,497,687	2,642,899
Sale and service income	Thousand Baht	18,917,062	18,817,770	17,003,046	11,470,337
Cost of sales and providing services	Thousand Baht	–15,849,763	–17,478,514	–18,685,139	–14,337,817
Net profit	Thousand Baht	1,405,025	44,937	–2,849,985	–3,900,845
Dividend payment	Million Baht	382.8	1,292.80	–	–
Income tax	Thousand Baht	–329,037	27,823	759,758	684,951
Employee expenses	Million Baht	6,065.17	6,733.09	7,693.31	5,241.13
Community Investment	Baht	1,050,000	100,000	177,860	100,000

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⚖️ Corruption

Indicator	Unit	2020	2021	2022	2023
Total number of directors that have received communication concerning the Company's anti-corruption policies and procedures	%	100	100	100	100
Employees that have received a training and communication on anti-corruption policy and procedure					
• Senior executive	%	100	100	100	100
• Middle management	%	100	100	100	100
• Manager and above	%	100	100	100	100
• General staff	%	100	100	100	100
Percentage of directors who passed the annual ethics assessment	%	100	100	100	100
Percentage of employees who passed the annual ethics assessment	%	100	100	100	100
Business partners, sub-contractors and suppliers that have received a training and communication on anti-corruption policy and procedure	%	100	100	100	100
Business partners, sub-contractors and suppliers that have received a training and communication on no-gift policy and conflict of interest policy	%	100	100	100	100
Total number of cases of business partnership contracts that were terminated or not renewed due to violation of anti-corruption policy	Case	0	0	0	0
Total number of cases that the Company or employee was sued for corruption during the reporting period and disclosure of consideration result	Case	0	0	0	0
Percentage of strategic suppliers* were assessed on legal compliance and policy compliance (suppliers' due diligence)	%	100	100	100	100
Percentage of business operation were assessed for risks related to corruption	%	100	100	100	100

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⚙️ Anti–Monopoly

Indicator	Unit	2020	2021	2022	2023
Pending or completed legal actions during the reporting period regarding monopoly or violations of monopoly laws in which the Company was sued or identified as the instigator	Cases	0	0	0	0

🚚📍 Service Quality and Customer Relationship Management

Indicator	Unit	2020	2021	2022	2023
Service coverage in Thailand	%	99.99	99.99	99.99	99.99
Kerry Express Service Level (KSL)	%	99	97.38	96.14	96.14
Percentage of parcel returned	%	< 1.5	< 1.5	< 2.5	< 2.6
Net Promoter Score / Average rate of key compettiors*	Point	N/A	N/A	73/55.5	61/50
Customer satisfaction / Average rate of key compettiors*	%	N/A	N/A	96/93	94/91

🗄️🛡️ Cybersecurity

Indicator	Unit	2020	2021	2022	2023
Total number of substantiated complaints received concerning breaches of customer privacy					
• Complaints received from external parties and substantiated by KEX	Number	0	0	0	0
• Complaints from regulatory bodies	Number	0	0	0	0
Total number of proven leaks. Thefts or losses of customer data	Number	0	0	0	0
Total investment expense for cybersecurity	THB	11.8	11.5	28.5	32.2

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Environmental

Green Economy	Indicators	Unit	2020	2021	2022	2023
Energy	Total fuel consumption from non-renewable sources Categorised by type of fuel	GJ	9,144,553.03	9,015,204.60	9,551,800.40	6,857,770.49
	• Amount of diesel consumption	GJ	9,107,332.48	8,978,594.39	9,546,959.83	6,856,497.61
	• Amount of gasoline consumption	GJ	37,220.55	36,610.21	4,840.57	1,272.88
	Total electricity consumption	GJ	145,220.17	138,637.79	130,787.61	100,397.39
Water	Total water consumption	Million cubic metres	0.31	0.28	0.39	0.34
	Total water consumption	m3	310,005.00	284,230.00	396,359	347,171
Emissions	Total direct GHG emission (scope 1)	GJ	668,011.71	678,280.14	394,049.52	238,544.57
	Total indirect GHG emission (scope 2)	GJ	24,065.12	19,251.40	18,161.31	13,941.29
	Total indirect GHG emission (scope 3) – sub-contractors	GJ	N/A	N/A	324,707.24	259,133.64
Waste	Non-hazardous waste	Tonnes	N/A	N/A	142	N.A
	Hazardous waste	Tonnes	N/A	N/A	42	N.A
Material	Plastic wrapping material used for packaging	Tonnes	1,452.75	260	489	353
Compliance practise	Percentage of employees who received the training on ESG	%	100	100	100	100
	Percentage of strategic suppliers who received the training on ESG	%	100	100	100	100
	Percentage of strategic suppliers were screen on environmental policy and regulatory compliance	%	100	100	100	100

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Human Resource

Indicator	Unit	2020	2021	2022	2023
Human resource					
Total number of employees	Persons				
By employment contract					
Full–time and permanent employees	Persons	18,016	21,906	19,114	12,840
By gende					
Male	Persons	10,662	14,665	12,598	8,515
Female	Persons	7,354	7,241	6,516	4,325
By region					
Bangkok metropolitan area	Persons	7,589	9,016	8,957	6,074
Central	Persons	1,402	1,820	1,331	874
East	Persons	1,354	1,656	1,173	680
North	Persons	2,591	3,047	2,518	1,677
Northeast	Persons	2,768	3,210	2,614	1,781
South	Persons	2,312	3,157	2,521	1,754
By age					
30 – 50 years	Persons	7,730	10,147	9,933	8,031
50 years above	Persons	53	76	100	191
Below 30 years	Persons	10,233	11,683	9,081	4,925
By ethnicity					
Thai	Persons	18,007	21,894	19,103	12,732
Foreign	Persons	9	12	11	108
Total number of staff with disabilities	Persons	271	225	134	124
Total number of new hires (full–time and permanent only)	Persons	1,104	6,704	7,273	3,523
Percentage of new hires employee (full–time and permanent only	%	5	31	38	22
Total number of employee turnover (full–time and permanent only)	Persons	4,920	4,930	12,491	11,371
Percentage of total employee turnover (full–time and permanent only)	%	21	23	48	71

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Indicator	Unit	2020	2021	2022	2023
Target of turnover rate	Less than %	20	20	20	20
Significant labor dispute	Yes/No	No	No	No	No
Minimum notice period provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	Month	1	1	1	1
Number of work-related fatalities	Persons	0	0	0	0
Number of lost time injury	Persons		32	65	38
Lost Time Injury Frequency Rate: LTIFR	Case / 1,000,000 hours worked		0.090	0.268	0.249
Number of severity Work–Related Injury					
Permanent Employee	Persons		20	41	26
Contract Employee	Persons		12	24	12
Employee Remuneration					
Total employee remuneration	Million Baht	6,009	4,905	5,835	4,182
Total male employee remuneration	Million Baht			3,757	2,638
Percentage of remuneration in male employee	%			64	63
Total female employee remuneration	Million Baht			2,078	1,544
Percentage of remuneration in female employees	%			36	37
Average remuneration of employees	Baht/ Person/ Year			232,676	159,403
Average remuneration of male employees	Baht/ Person/ Year			228,133	159,643
Average remuneration of female employees	Baht/ Person/ Year			241,301	158,996

Indicator	Unit	2020	2021	2022	2023
Employee Provident Fund					
Total number of employees joining employee provident fund	Persons	6,218	4,396	3,671	3,750
Percentage of total number of employees joining	%	35	20	19	14
Human rights					
Total number of suspected cases concerning human rights	Cases	2	4	0	0
By type of violations					
Discrimination	Cases	–	–	–	–
Sexual harassment	Cases	1	3	–	–
Child labour	Cases	–	–	–	–
Forced labour	Cases	–	–	–	–
Unfair treatment from supervisor	Cases	1	1	–	–
Percentage of compliant cases proven to be true compared with the total number of complaints	%	50	50	0	0
Percentage of complaint cases resolved and compensated compared with the total number of complaints	%	100	100	0	0
Percentage of employees who received training in human rights policies or procedures	%	100	100	100	100
Percentage of business lines assessed for risk of human rights violations compared to total number of business lines	%	100	100	100	100
Percentage of employees who received the training on human rights	%	100	100	100	100
Percentage of strategic suppliers who received the training on human rights	%	100	100	100	100
Percentage of strategic suppliers were screen on human rights policy and regulatory compliance	%	100	100	100	100
Percentage of business contracts or agreements that include human rights clauses as one of the conditions of business partnerships	%	100	100	100	100

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Indicator	Unit	2020	2021	2022	2023
Human capital development					
Average hours of training per year per employee	Hours / Person / Year		3	4	3
By gender					
Male	Hours / Person / Year	15	27	4	4
Female	Hours / Person / Year	19	42	3	3
Percentage of total employees who received a regular performance appraisal/review	%	100	97	91	N.A
By gender					
Male	%	100	97	90	N.A
Female	%	100	98	93	N.A
Employee engagement*					
Employee engagement score	Point	50	70	–	N.A
Percentage of employees participated in the employee engagement survey compared with total permanent employees	Point	97	92	–	N.A
Target of engagement score	Point	67	67	–	N.A
Percentage of employees who acknowledged the result of employee engagement	%	–	0	–	N.A

Community Engagement

Indicator	Unit	2020	2021	2022	2023
Monetary donation	THB	0	100,000	250,000	100,000
Employee volunteering during working hours	THB	0	0	0	0
In-kind giving	THB	1,050,000	100,000	177,860	N.A
Sponsorship	THB			30,000,000	0