



SUSTAINABILITY REPORT 2024

Contents

208	About the Sustainability Report	
209	KEX’s Sustainability Policy	
210	KEX Value Chain and Stakeholders	
211	Stakeholder Engagement Approach	
215	Materiality Assessment	
216	Material Topics	
217	The Sustainable Development Goals	
218	KEX’s Response to Global Goals with a 6-Pronged Strategy	219 The Structure of the Sustainability Taskforce 220 Green Economy 223 Human Capital Development 228 Talent attraction and retention 233 Innovation Management 234 Cybersecurity and Data Privacy
238	Sustainability Performance Statistics	



About this Sustainability Report

(GRI 2-2)

The 2024 sustainability report has been prepared in accordance with the GRI Standard: Core option, which reflects KEX's commitment to conducting business with sustainability at its heart. 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 reflects 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 2024 sustainability report covers the operational performance of KEX and its subsidiaries, which include KEX Express Service Company Limited and Kerry Express Betagro Company Limited. This reporting scope encompasses 100% of KEX's sales revenue. The report covers the period between 1 January 2024 and 31 December 2024.

For more sustainability information

(GRI 2-3)

Sustainability Taskforce

KEX Express (Thailand) Public Company Limited

Address: Room 906, 9th floor, Chao Phya Tower, 89 Soi Wat Suan Plu, Charoen Krung Road, Bangrak, Bangkok, 10500, Thailand

Email: company.secretary@kex-express.com



KEX's Sustainability Policy

KEX is committed to integrating sustainability into its core operations, focusing on the three dimensions of sustainability are Environmental, Social, and Governance (ESG) aspects to create significant value for stakeholders and the environment.

Environmental Stewardship

KEX aligns its business activities with Thailand's ambition to achieve net-zero carbon emissions by 2065. The company has implemented rigorous measures and action plans under its environmental stewardship policies, focusing on waste management, route optimization, renewable energy, and the adoption of electric vehicles (EVs). KEX is committed to achieving 100% sustainable packaging and a 10% reduction in carbon emissions by 2026.

Key Environmental Initiatives:

- **Green Economy:** KEX has established a group-wide Environmental Management Policy, emphasizing natural resource conservation, waste reduction, compliance with environmental laws, support for environmental innovations, and employee training to foster environmental awareness.
- **Electric Vehicle Integration:** KEX has conducted experimental projects using electric motorcycles for parcel delivery in Bangkok, aiming to study energy-saving efficiency and reliability. The findings indicate a potential reduction of 0.84 tons of CO₂ equivalent emissions per motorcycle over three months.
- **Route Optimization:** To enhance delivery efficiency and reduce fuel consumption, KEX employs GPS planning systems for optimal route navigation, daily driver briefings, and policies ensuring no empty returns to distribution centers.
- **Sustainable Packaging:** All KEX parcel boxes are made entirely of recycled materials, and sealed plastic bags are produced from reusable plastic. The company is exploring further improvements in sustainable packaging to ensure durability and eco-friendliness.

Social Responsibility

KEX is dedicated to upskilling employees at all levels, fostering a culture that supports talent mobility within the company, and enhancing quality of life and work-life balance through well-being programs. The company has set strategic goals to increase the employee engagement index to 80% and boost the number of internal talents for senior management roles by 30%.

Governance Excellence

KEX focuses on enhancing service quality and customer relationship management through a customer-centric approach. The company drives innovation by investing in research and development of new products and services to ensure accessibility, convenience, and social inclusion. Additionally, KEX ensures a secure information management system to protect against data breaches, aiming for zero data leakage.

By integrating these sustainability initiatives, KEX aims to create a positive impact on the future of the logistics industry, aligning with global sustainability goals and stakeholder expectations.

KEX Value Chain and Stakeholders



Investors, shareholders and staffs at all levels



Stakeholder Engagement Approach

Expectation and interests	Engagement channels	KEX Action
 Stakeholders: 1. Customers		
<p>Service Quality and Customer Relationship Management</p> <ul style="list-style-type: none"> • Good service quality with fair price • On-time delivery service <p>Cybersecurity & Data Privacy</p> <ul style="list-style-type: none"> • Provide service with data privacy and security of customer information <p>Brand Management</p> <ul style="list-style-type: none"> • Provide good service quality with consistency 	<ul style="list-style-type: none"> • Customer satisfaction survey • Customer engagement survey • Communication via Call Centre 1217 • Grievance mechanism such as company secretary or audit committee e-mail 	<ul style="list-style-type: none"> • Revamp pricing scheme, while maintaining a level of service quality • Promote KEX Express’s service level as corporate KPI • Setup the Audit Centre to randomly check customer’s perception towards drivers and delivery quality • Set up control room to monitor operations • Debut KEX Club, the customers’ loyalty program • Provide training on service quality to our drivers and courier men and women • Communicate, disclose and advertise to customers with accuracy, transparency, accuracy and completeness • Invest in cybersecurity equipment and system to protect customer’s information
 Stakeholders: 2. Employees		
<p>Human Capital Development</p> <ul style="list-style-type: none"> • Training and development • Attractive and competitive • Compensation and benefit • Two-way communication with senior management team <p>Human Rights</p> <ul style="list-style-type: none"> • Fair treatment; respect to human rights 	<ul style="list-style-type: none"> • Employees engagement survey • CEO townhall • Human resources team • Welfare committee • Whistleblowing and grievance mechanism such as KEX Nokweed and KEX Police 	<ul style="list-style-type: none"> • Debut 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 consider employee’s remuneration and benefits

Expectation and interests	Engagement channels	KEX Action
<p>Talent Attraction & Retention</p> <ul style="list-style-type: none"> Reasonable wages and benefits. <p>Occupational Health & Safety</p> <ul style="list-style-type: none"> Provide good environment and safety at workplace <p>Diversity and Inclusion</p> <ul style="list-style-type: none"> Respect to individuality 		<ul style="list-style-type: none"> Promote CEO townhall as the main communication channels between the CEO and employees Conduct a review and adapt the Management Association Project’s development and compensation to attract young talent.
 Stakeholders: 3. Shareholders / Investors		
<p>Corporate Governance & Business Ethics</p> <ul style="list-style-type: none"> Accurate and transparent disclosure Good corporate governance <p>Risk & Crisis Management</p> <ul style="list-style-type: none"> Operate business with appropriate risks <p>Business Growth and Performance</p> <ul style="list-style-type: none"> Business growth and good performance Sustainable business growth <p>Innovation Management</p> <ul style="list-style-type: none"> Constantly invent new innovations to increase competitiveness. 	<ul style="list-style-type: none"> Form 56-1 One Report Annual General Meeting of Shareholders (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, and Company Roadshow Management of risks to drive sustainable growth in the future 	<ul style="list-style-type: none"> Provide accurate and transparent disclosure of information Operate business under appropriate risk management and good governance Update investor relations website with accurate information in a timely manner
 Stakeholders: 4. Society & Communities		
<p>Community Engagement</p> <ul style="list-style-type: none"> Job opportunities Corporate social responsibility <p>Energy & Climate Strategy</p> <ul style="list-style-type: none"> Reduce fuel consumption Reduce carbon emissions <p>Circular Economy & Waste Management</p> <ul style="list-style-type: none"> Proper waste management 	<ul style="list-style-type: none"> Community engagement survey Safety, Health and Environmental management team Government networks and programs encompass initiatives Whistleblowing and grievance mechanism such as company secretary or Audit Committee email Optimisation of new routes Use recycled materials 	<ul style="list-style-type: none"> Promote equal job opportunities to join KEX Roll out university engagement program to engage with university’s students on job offerings and education for future career planning

Expectation and interests	Engagement channels	KEX Action
		<ul style="list-style-type: none"> • Set up Safety, Health and Environmental management teams and regional teams as dedicated business functions to engage with communities surrounding distribution centers and sorting hubs • Continuously support charitable program of Thai government and private sector to uplift community's well-being and environmental management • Operating business with due care and fully complying with laws & regulations
<div style="display: flex; align-items: center;">  <div> <p>Stakeholders: 5. Financial Institutions</p> </div> </div>		
<p>Corporate Governance & Business Ethics</p> <ul style="list-style-type: none"> • Operate business with good corporate governance • Punctual payment • Sustainable business growth <p>Risk & Crisis Management</p> <ul style="list-style-type: none"> • Operate business with appropriate risks <p>Business Growth and Performance</p> <ul style="list-style-type: none"> • Business growth and good performance • Sustainable business growth 	<ul style="list-style-type: none"> • Form 56-1 One Report • Quarterly MD&A • Investor Relations Website 	<ul style="list-style-type: none"> • Operating business under good governance • Provide accurate and transparent disclosure of information
<div style="display: flex; align-items: center;">  <div> <p>Stakeholders: 6. Business Partners, Suppliers and Sub-Contractors</p> </div> </div>		
<p>Supply Chain Management</p> <ul style="list-style-type: none"> • Co-partnership on environmental solution for express delivery service 	<ul style="list-style-type: none"> • Suppliers' survey • Business partners' meeting • Company's representatives • Whistleblowing and grievance mechanisms such as company secretary or Audit Committee e-mail 	<ul style="list-style-type: none"> • Set up local points for business partners and suppliers based on type of partners • Ensuring ethical procurement through alignment with our supplier code of conduct and fostering strong supplier relationships.

Expectation and interests	Engagement channels	KEX Action
<p>Corporate Governance & Business Ethics</p> <ul style="list-style-type: none"> • Fair treatment and compensation • Win-win partnership <p>Occupational Health & Safety</p> <ul style="list-style-type: none"> • Provide good environment and safety to Business Partners, Suppliers and Sub-Contractors <p>Human Rights</p> <ul style="list-style-type: none"> • Fair treatment; respect to human rights 		<ul style="list-style-type: none"> • To support the engagement with social enterprises and eco-friendly products and solutions • Formulate communication channels and trainings on suppliers' code of conduct • Set up sustainability strategy and roadmap with due consideration on partnership for sustainable future • Assign key accounting and procurement teams to continuously discuss issues relating to partnership engagement on electric vehicles and other environmental solutions



Stakeholders: 7. Government agencies

<p>Corporate Governance & Business Ethics</p> <ul style="list-style-type: none"> • Regulatory compliance 	<ul style="list-style-type: none"> • Legal and compliance business units • Meeting with company's representatives • Form 56-1 One Report • Whistleblowing and grievance mechanisms such as company secretary or Audit Committee e-mail 	<ul style="list-style-type: none"> • Set up dedicated teams and business units to monitor regulatory compliance, anti-corruption and license renewal • Government relationship management • Publicly communicate and disclose information with accuracy, transparency, honesty, and completeness
--	--	---



Materiality Assessment



Step 1 – Identification

Identifying issues from both internal and external factors with the potential to have an impact on the long-term growth of KEX by analysing business direction, risks and opportunities under economic and market conditions, 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 list, the management is involved in shortlisting only the material issues that should be focused.



Step 2 – Prioritisation

The Executive Committee plays a key role in reviewing and prioritizing the material issues identified in the shortlist proposed by the management team. During this stage, the committee evaluates the shortlisted issues, taking into account the results of the stakeholder engagement survey and other relevant factors provided by the management team. Through this assessment, the Executive Committee categorizes the material issues into high, medium, and low priority based on two key dimensions: the stakeholders' perspective (including significant issues of interest and stakeholder expectations for KEX) and KEX's perspective (impact on the business).



Step 3 – Validating the focused material issues

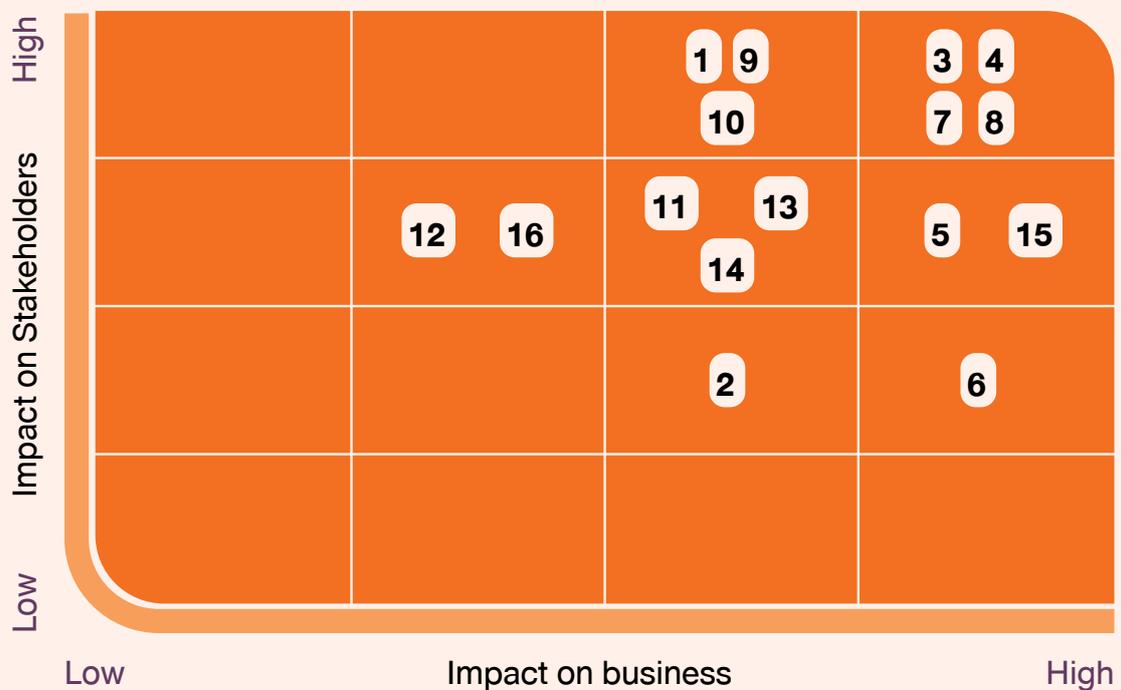
The sustainability taskforce, led by the Chief Financial Officer, is the first to review the results from Step 2 to ensure alignment with the perspectives of the Executive Committee, the management team, and stakeholder engagement outcomes.

Following this, an independent third-party verifier is invited to conduct a secondary review to validate the accuracy of the process and results, as well as to ensure the completeness of the information and the materiality matrix. Once finalized, the Executive Committee submits the material issues and materiality matrix for the Board of Directors' approval, along with a commitment to present goals and roadmaps for short-, medium-, and long-term implementation.

Material Topics

Economic		Environment	
1. Corporate Governance & Business Ethics		9. Energy & Climate Strategy	
2. Risk & Crisis Management		10. Circular Economy & Waste Management	
3. Service Quality and Customer Relationship Management			
4. Brand Management		Social	
5. Supply Chain Management		11. Occupational Health & Safety	
6. Innovation Management		12. Community Engagement	
7. Business Growth and Performance		13. Human Capital Development	
8. Cyber security & Data Privacy		14. Human Rights	
		15. Talent Attraction & Retention	
		16. Diversity and Inclusion	

Materiality Matrix



The Sustainable Development Goals: SDGs

SDGs	KEX Responding to SDGs	Topic in this report
 <p>4 QUALITY EDUCATION</p>	<p>We implement human resource management plans carried out by our People Development team by establishing Kerry University offering courses on leadership development, core training, functional skill development, and management skill development.</p>	<ul style="list-style-type: none"> • Human Capital Development • Talent Attraction and Retention
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>We operate business with good corporate governance and business ethics</p>	<ul style="list-style-type: none"> • Service Quality and Customer Relationship Management • Talent Attraction and Retention
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>Continue investing in in-house developed proprietary technologies, information technology systems, research and development capabilities</p> <p>Moreover, KEX continues to invest in cybersecurity to protect data privacy of customers, business partners, and employees.</p>	<ul style="list-style-type: none"> • Innovation Management • Cybersecurity and Data Privacy
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>We use 70% recycled materials for our boxes, satchel bags and 100% recycled materials for envelopes</p>	<ul style="list-style-type: none"> • Green Economy
 <p>13 CLIMATE ACTION</p>	<p>Reduce carbon emissions through route optimisation and efficient use of natural resources.</p>	<ul style="list-style-type: none"> • Green Economy

KEX’s Response to Global Goals with a 6-Pronged Strategy

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 directions.

Talent Attraction and Retention

Create Talents that fit with the business goals and the future of a more 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 Chief Financial Officer. The taskforce consists of department heads of each core business function.

The Structure of the Sustainability Taskforce

Roles and Responsibilities	
The Board of Directors	<ol style="list-style-type: none"> 1. Approve the sustainability strategy, policy, and target 2. Oversee the implementation of sustainability strategy and policy 3. Approve the annual budget for sustainability program
The Executive Committee	<ol style="list-style-type: none"> 1. Approve the sustainability roadmap and initiative in order to achieve the target set by the Board of Directors 2. Provide advice to the management team on implementation 3. Monitor the implementation and results
The Chief Executive Officer	<ol style="list-style-type: none"> 1. Provide visionary leadership and coordinate with the management and sustainability taskforce to develop and incorporate the sustainability strategy into the corporate vision, mission and strategic direction 2. Review and ensure that the day-to-day business operations are in line with sustainability strategy 3. Monitor the implementation of roadmap and initiative to ensure the target achievement
Chief Financial Officer	<ol style="list-style-type: none"> 1. 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 2. 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 3. Provide advice to the sustainability taskforce and ensure that their capacity and capability are fit into the Company's requirements in relation to sustainability program and scope of work 4. Ensure the sufficiency of manpower and resources 5. Regularly report the progress to the Executive Committee and the Board of Directors
The Sustainability Taskforce is chaired by the Chief Financial Officer, with its members comprising executives from all departments.	<ol style="list-style-type: none"> 1. Develop the sustainability strategy and policy to propose for the management and the Board of Directors' approval 2. Review the Company's policy and practise against the applicable laws and regulation to avoid non-compliance 3. Facilitate internal functions to develop the roadmap and initiatives 4. Ensure that Board of Directors and the management are kept up to date of any regulatory changes in relation to sustainability which impact the Company's business, competitive strength and its strategy 5. Communicate and ensure the understanding of employees in doing their job with sustainability mindset 6. Prepare the annual report to declare and disclose the information relating to the sustainability of the Company 7. Monitor the change of sustainability standard and provide updates to the Chief Investment Officer, the management team as well as the Board of Directors 8. Regularly report the result of implementation against roadmap and target to the Chief Investment Officer and the Chief Executive Officer

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 GRI404

KEX's Environmental Management Policy covers 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 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 activities related to 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



Route Optimisation and Route Planning

GRI 302

To enhance operational efficiency and sustainability, KEX has implemented advanced route planning and monitoring technologies since 2023, focusing on its 6-wheel cross-province delivery fleet. This has led to optimized vehicle utilization, reduced transportation distances, and a decrease in greenhouse gas emissions. In parallel, KEX prioritizes driver safety by enforcing an 80 km/h speed limit, comprehensive pre-employment training, and daily narcotic testing. Non-compliance is subject to disciplinary measures.



Green packaging

GRI 305

Since 2023, we continued to use recycled materials for all of our packaging. Indeed, 100% of our packaging is recyclable. Due to the high delivery volume of more than 1 million parcels per day, our strategy to use eco-friendly packaging are the key to ensure the operations result in 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 excessive use of natural resources. Moreover, the package is highly durable, protecting the content within it from damage during transportation. Both senders and recipients can rest assured that the parcels will be safe in eco-friendly packaging.



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 four ways to save resources:

1. Turn off air conditioner and lights every time they are not in use.
2. Turn off computers during lunch break and after use.
3. Use recycled paper and avoid unnecessary colour printing.
4. Use water economically.

Performance

GRI 302, GRI 303, GRI 305, GRI 306

	Unit	2022	2023	2024
Total Electricity Consumption	kWh	36,329,891	21,566,323	26,295,261.56
Total Water Withdrawal	M3	396,359	290,769	242,802.41
Total Waste Generated	Tonnes	142	N.A	N.A
Total Hazardous Waste Generated	Tonnes	42	N.A	N.A
Total direct GHG emissions (scope 1)	kgCO ₂ eq	394,049	238,544.57	N.A
Total indirect GHG emissions (scope 2)	kgCO ₂ eq	18,161.31	13,941.29	N.A
Total indirect GHG emissions (scope 3)	kgCO ₂ eq	324,707.24	259,133.64	N.A
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 who were screened on environmental policy and regulatory compliance	%	100	100	100

Human Capital Development



Commitment & Goal

Upskill employees at all levels to ensure the competencies, abilities and preparedness to rotate among departments without major disruption.

Policy GRI404

The Company focuses on developing its personnel in order to help them optimize their capabilities rather than hiring many employees. In the past year, the Company was reorganized based on the current business conditions and future business directions. In this regard, the human resource team has played a key role in identifying each employee’s talent and setting professional development goals.

How We Respond to Human Capital Development



KEX Orientation Program and Company Culture Workshop

GRI 402

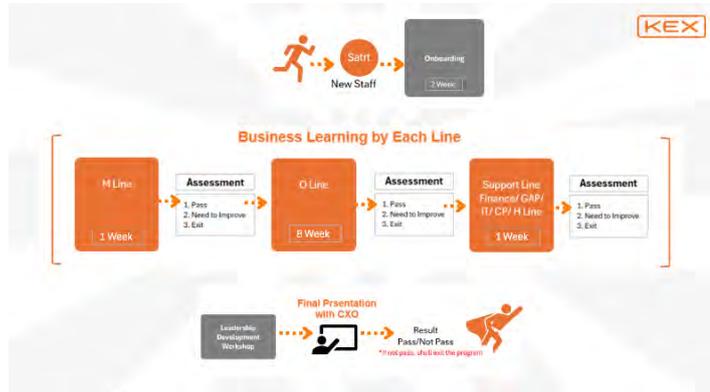
KEX develops a new orientation program to lead our new joiners to understand in our organization, our culture, our values and how to work with KEX standards. In this course, they will learn how to use our tools, our systems, including how we treat our people; our welfare and benefits, our rules and regulations. To make them confident and grow in our organization.



KEX Operation Leaders and Operations Trainees Developing Program GRI 404

For this course, KEX focuses on developing our leaders and HODC to prepare for future growth. We develop both technical skills and soft skills for them to be a good leaders in the near future.

Our HODC will be trained in 15 different courses to develop them, such as Business Planning training, Team Management training, Problem-solving training, Decision-Making training etc. For all of these training classes, to raise their skills and service level to ready to serve our customers



KEX Future Leaders for Talent Pool Program

GRI 403

KEX Future Leaders for Talent Pool Program, we focus on developing our junior level to up level them to be Regional Manager or Head of Distribution Center (HODC). Through our intensive course and training classes, they will learn leadership skills, Strategic Business Management. This course will include both theory and workshops with a top institute for leadership and management training from the real situation. Moreover, each of them will have a mentor from management team to guide, to lead them from their direct experience.



Performance GRI 404

	Unit	2022	2023	2024
Employee's hours of training	Hours / Person / Year	4	3	4
Average hours of male Employee's training	Hours / Person / Year	4	4	10
Average hours of female Employee's training	Hours / Person / Year	3	3	10
Management's hours of training	Hours / Person / Year	0.64	8.34	2.5
Average hours of Male Management's training	Hours / Person / Year	0.68	8.35	1.5
Average hours of female Management's training	Hours / Person / Year	0.58	8.34	1.5
Human Development Cost	THB	N.A	1,997,610	286,672.13
Percentage of total employees who received a regular performance appraisal/review	%	91	N.A	100*
Percentage of total male employees who received a regular performance appraisal	%	90	N.A	100*
Percentage of total female employees who received a regular performance appraisal	%	93	N.A	100*

Remark: * The number of employees who received a regular performance appraisal is calculated based only on Tier 3 employees, which refers to employees working in back-office/support functions.)

Talent Attraction and Retention



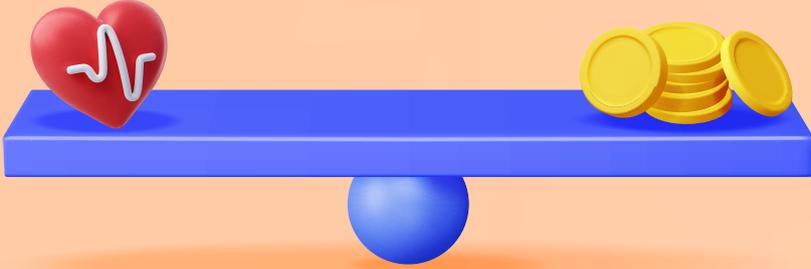
Commitment & Goal

Create a culture that suits the future of talent mobility within the Company and enhances the quality of life and work-life balance through our well-being programs.

Policy GRI402

The Company is committed to talent attraction and retention rather than hiring many new employees by providing appropriate remuneration and welfare for both permanent employees and contract employees and building a positive work environment for employees.

How We Respond to Human Capital Development



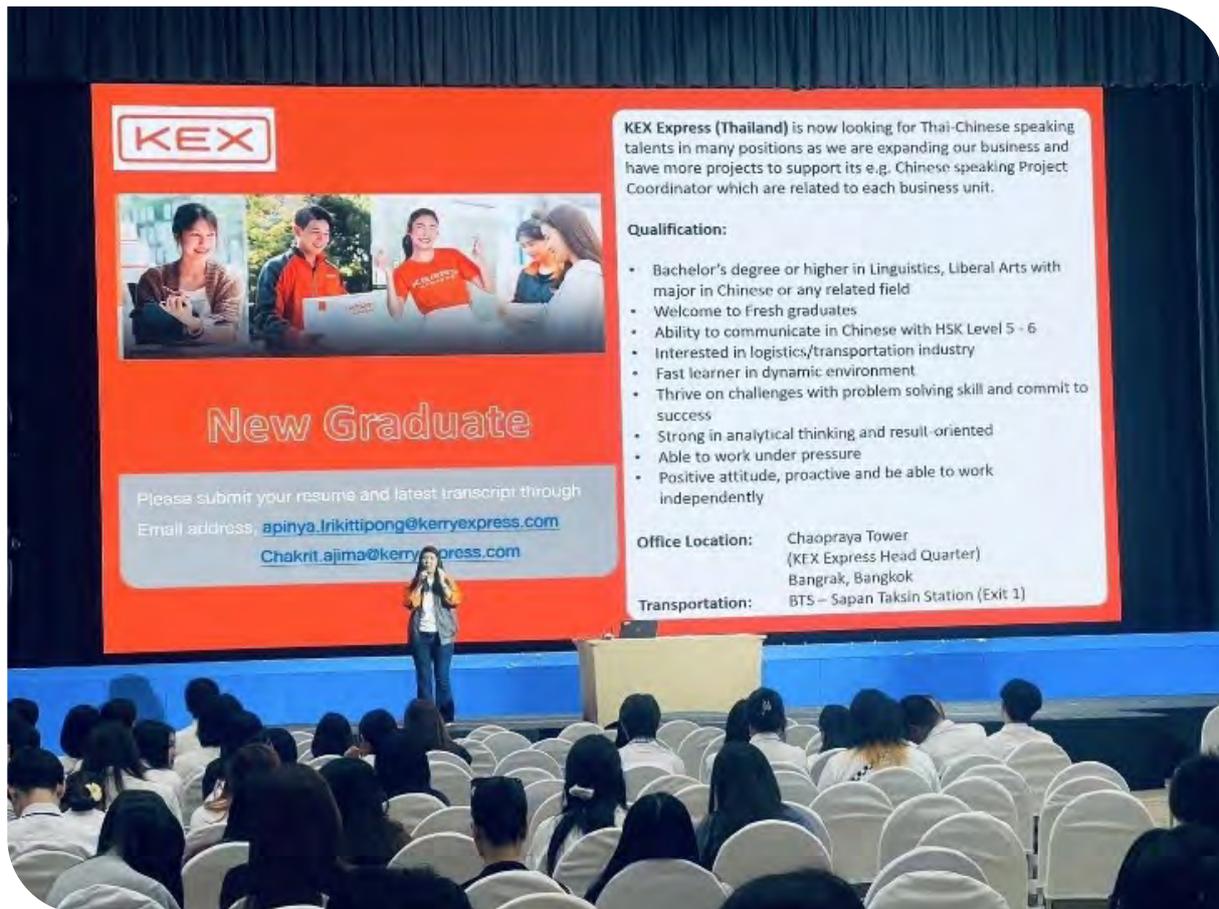
KEX University Campus Roadshow

KEX has visited many universities in Thailand to search for and recruit new potential graduates from universities such as The University of the Thai Chamber of Commerce (UTCC), Srinakharinwirot University and Rajamangala University of Technology Krungthep, to become an important part in our organization in the near future.



KEX New Graduate (Chinese Language)

KEX has established the KEX New Graduate (Chinese Language) program for recruiting new graduates who have potential in the Chinese language and are interested in the logistics and delivery industry. After an intensive interviewing with KEX's management team, successful candidates will be rotation in all functions in our organization. Moreover, successful candidates will have a chance to visit our headquarters at SF Express, the No.1 delivery service company in China.



KEX Future Leader (Chinese Language)

KEX has established the KEX Future Leader program to search for a potential candidate who has rich experience in the logistics and delivery industry in position of Operation Leader and Regional Manager. To enhance our operations and service levels for serving growth and future opportunities.

A successful candidate for the Operation Leader, they will do on the job training at the Distribution Center, Hub Operations, including operation and supply chain management.

A successful candidate for the Regional Manager, they will be assigned to oversee DC and shops in many regions to improve and develop them.



KEX H Line and M Line Award GRI 402

KEX has implemented a Rewards and Recognition Policy to acknowledge employees with outstanding potential who perform well and efficiently. The goal of this policy is to motivate and boost employee morale, increasing their commitment to the company. When employees work with passion and a positive mindset, they can develop and unleash their full potential. Such a policy not only enhances the company’s image but also attracts high-quality talent who are eager to join KEX.



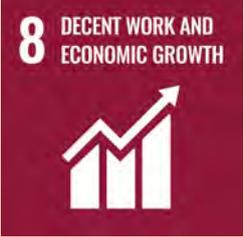
Service Quality and Customer Relationship



Commitment & Goal

KEX focuses on enhancing service quality and customer relationship management by adopting a customer-centric approach. We prioritize improving service standards and managing customer relationships, ensuring that our operations are driven by customer needs at the core of our service enhancements.

What we respond to Service Quality and Customer Relationship



KEX Enhances Agricultural Product Delivery – Fast, High-Quality, and Safe, Direct to Consumers Nationwide.

In 2024, KEX reaffirms its leadership in agricultural logistics by enhancing delivery standards for fruits and agricultural products across the country. Partnering with the Department of Agricultural Extension (DOAE), KEX has signed a Memorandum of Understanding (MOU) to develop and promote agricultural logistics solutions, ensuring a seamless supply chain from farmers to consumers. With fast, high-quality, and safe delivery services, KEX also offers special promotion to support Thai farmers in accessing reliable logistics services more conveniently and cost-effectively.

Furthermore, KEX expands its services internationally, providing comprehensive agricultural export solutions, particularly to China. With a standardized, efficient, and seamless import-export system, KEX supports businesses of all sizes, including SMEs, e-commerce, and social commerce, ensuring that Thai agricultural products reach consumers fresh and in top quality. KEX is also committed to being a key driver of Thai agricultural products, enhancing logistics capabilities, and creating limitless business opportunities for the agricultural sector.



Touchpoint Extensions

KEX builds a network, taps into new markets, and strengthens its capabilities while expanding parcel pickup channels.

In 2024, KEX franchise channel is expanding its touchpoints primarily through KEX Buddy (KBD). KBD employs various strategies to accelerate this expansion, including new pricing packages. To rapidly grow its franchise network, KBD has introduced attractive pricing options such as 999 and 1,999 THB. Additionally, to enhance brand exposure, the franchise channel actively participates in SME events, positioning KBD as an appealing investment opportunity for entrepreneurs. KEX strengthens its collaboration with 4PL partners through a unified approach, driving market expansion while sustaining volume growth. Additionally, 4PL partners have contributed to the establishment of approximately more than 2,300 drop points for KEX, ensuring greater convenience for senders to drop off parcels from various locations across Thailand.



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



Automated Sorting Machine Project

In 2024, the company expanded its investment in advanced automated parcel sorting technology across multiple regional sorting centers, including the Northern Sorting Center in Nakhon Sawan, the Eastern Sorting Center in Chonburi, and the Central Sorting Center in Samut Prakan (Bangna).

This investment enhances sorting efficiency and streamlines operations through the integration of cutting-edge automation technology. The implementation of high-tech sorting systems, along with the AOI (Area of Interest) system, enables greater accuracy, faster processing, and significantly reduces operational errors. As a result, the subsequent processes at distribution centers can operate with increased efficiency.



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

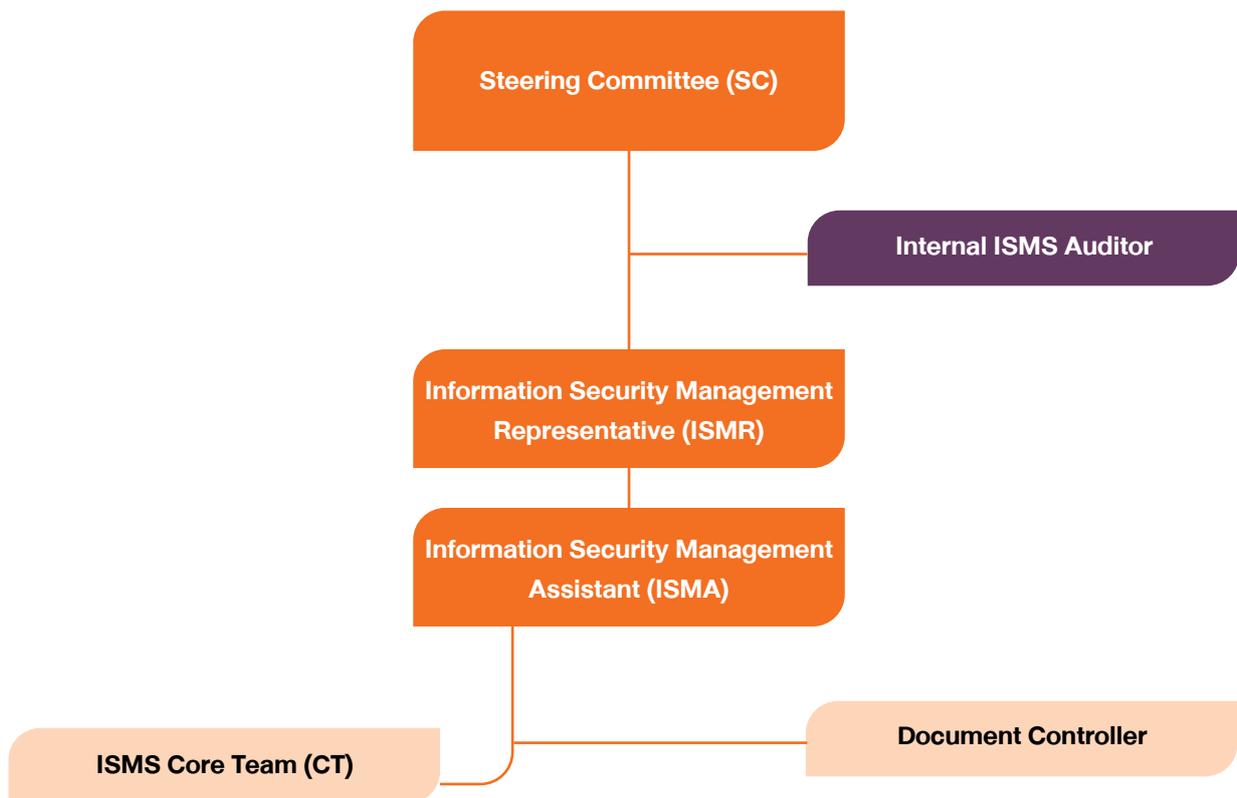


Established a steering committee

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 executives in areas related to customers, employees, 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 to reduce risks.

Structure of Strategic responses



Building an Effective Control Environment

Apart from the cybersecurity and personal data governance and allocation of adequate budget, the Board of Directors has also issued 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 on cybersecurity. Risks are evaluated once per quarter, more often than the ISO27001 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 (ไม่ค่อยแน่ใจหมายถึงอะไร) documents on developing applications per the OWASP 10 standard to be a guideline on things to consider before developing an application. It is imperative that the Company 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 provided by the Company and add features that can prevent attacks from cybercriminals.²⁰
- 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 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 ISO27001 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 ISO27001 standard, covering possible events, preventative and data recovery measures, alternate measures, roles and responsibilities, and event response. The plan is tested once a year.

Enhanced Firewall System

In 2024, 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.

	2022	2023	2024
Unit: THB million	28.5	32.2	9.0

Performance

	2022	2023	2024
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

Sustainability Performance Statistics

Economic

Indicator	Unit	Year			
		2021	2022	2023 Restated	2024
Total assets	THB Thousand	17,045,554	12,093,235	9,009,123	7,476,239
Total liabilities	THB Thousand	7,728,662	5,595,548	6,412,806	5,128,026
Total equity	THB Thousand	9,316,892	6,497,687	2,642,899	2,348,213
Sale and service income	THB Thousand	18,817,770	17,003,046	11,470,337	9,448,922
Cost of sales and providing services	THB Thousand	17,478,514	18,685,139	14,337,817	12,606,124
Net profit	THB Thousand	44,937	(2,849,985)	(3,918,282)	(5,948,084)
Dividend payment	THB Million	1,292.80	-	-	-
Income tax	THB Thousand	27,823	759,758	667,514	920,524
Employee expenses	THB Million	6,733.09	7,693.31	5,241.13	3,892.82
Community Investment	THB	100,000	177,860	100,000	692,997

Corruption

Indicator	Unit	Year			
		2021	2022	2023	2024
Total percentage of directors who 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 who have received a training and communication on anti-corruption policy and procedure	%	100	100	100	100
Business partners, sub-contractors and suppliers who 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 any of the employees was sued for corruption during the reporting period and disclosure of consideration result	Case	0	0	0	0
Percentage of strategic suppliers* who were assessed on legal compliance and policy compliance (suppliers' due diligence)	%	100	100	100	100
Percentage of business operations that were assessed for risks related to corruption	%	100	100	100	100

Remark: * Key business partners refer to those whose products or services are essential to the company's operations and/or long-term business sustainability. This includes: Partners with employees working directly for the company, Suppliers or manufacturers of equipment or machinery critical to operations in significant quantities; Vendors providing irreplaceable or exclusive products or services; The top 20 suppliers based on the highest order volume with the company.

Anti-Monopoly

Indicators	Unit	Year			
		2021	2022	2023	2024
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

Cybersecurity

Indicators	Unit	Year			
		2021	2022	2023	2024
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	11.5	28.5	32.2	9.0

Environment

Green Economy

Indicator	Unit	Year			
		2021	2022	2023	2024
Energy					
Total fuel consumption from non-renewable sources	GJ	9,015,204.60	9,551,800.40	6,857,770.49	1,224,710.44
Categorised by type of fuel					
Amount of diesel consumption	GJ	8,978,594.39	9,546,959.83	6,856,497.61	1,222,265.71
Amount of gasoline consumption	GJ	36,610.21	4,840.57	1,272.88	2,444.73
Total electricity consumption	GJ	138,637.79	130,787.61	100,397.39	94,662.94
Water					
Total water consumption	Million cubic metres	0.28	0.39	0.34	0.24
Total water consumption	m ³	284,230.00	396,359	347,171	242,802.41
Emissions					
Total direct GHG emission (scope 1)	GJ	678,280.14	394,049.52	238,544.57	N.A
Total indirect GHG emission (scope 2)	GJ	19,251.40	18,161.31	13,941.29	N.A
Total indirect GHG emission (scope 3) - sub-contractors	GJ	N.A	324,707.24	259,133.64	N.A
Waste					
Non-hazardous waste	Tonnes	N.A	142	N.A	N.A
Hazardous waste	Tonnes	N.A	42	N.A	N.A
Material					
Plastic wrapping materials used for packaging	Tonnes	260	489	353	118
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 that were screened on environmental policy and regulatory compliance	%	100	100	100	100

Human Resource

Indicator	Unit	Year			
		2021	2022	2023	2024
Human resource					
Total number of employees	Persons	21,906	23,578	21,465	8,685
By employment contract					
Full-time and permanent employees	Persons	21,906	19,114	12,840	7,243
By gender					
Male	Persons	14,665	12,598	8,515	4,968
Female	Persons	7,241	6,516	4,325	2,275
By region					
Bangkok metropolitan area	Persons	9,016	8,957	6,074	3,551
Central	Persons	1,820	1,331	874	582
East	Persons	1,656	1,173	680	318
North	Persons	3,047	2,518	1,677	893
Northeast	Persons	3,210	2,614	1,781	938
South	Persons	3,157	2,521	1,754	961
By age					
Over 50 years	Persons	76	100	191	121
30 - 50 years	Persons	10,147	9,933	8,031	5,146
Below 30 years	Persons	11,683	9,081	4,925	1,976
By ethnicity					
Thai	Persons	21,894	19,103	12,732	7,090
Foreign	Persons	12	11	108	153
Total number of staff with disabilities	Persons	225	134	124	76
Total number of new hires (full-time and permanent only)	Persons	6,704	7,273	3,523	1,557
Percentage of newly-hired employees (full-time and permanent only)	%	31	38	22.05	21.50
Total number of employee turnover (full-time and permanent only)	Persons	4,930	12,491	11,371	7,017

Indicator	Unit	Year			
		2021	2022	2023	2024
Percentage of total employee turnover (full-time and permanent only)	%	23	48	71	69.88
Target of turnover rate	Less than %	20	20	20	20
Significant labour disputes	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 injuries	Persons	32	65	38	21
Lost Time Injury Frequency Rate: LTIFR	Case / 1,000,000 hours worked	0.090	0.268	0.249	1.46
Number of severity Work-Related Injury					
Permanent Employees	Persons	20	41	26	21
Contract Employees	Persons	12	24	12	0
Employee Remuneration					
Total employee remuneration	THB Million	4,905	5,835	4,182	3,892
Total male employee remuneration	THB Million		3,757	2,638	2,489
Percentage of remuneration in male employees	%		64	63	64
Total female employee remuneration	THB Million		2,078	1,544	1,402
Percentage of remuneration in female employees	%		36	37	36
Average remuneration of employees	THB/Person/Year		232,676	159,403	218,891
Average remuneration of male employees	THB/Person/Year		228,133	159,643	229,638
Average remuneration of female employees	THB/Person/Year		241,301	158,996	202,099

Indicator	Unit	Year			
		2021	2022	2023	2024
Employee Provident Fund					
Total number of employees joining employee provident fund	Persons	4,396	3,671	3,750	994
Percentage of total number of employees joining	%	20	19	14%	17%
Human rights					
Total number of suspected cases concerning human rights	Cases	4	0	N.A	N.A
By type of violations					
Discrimination	Cases	-	-	-	-
Sexual harassment	Cases	3	-	-	-
Child labour	Cases	-	-	-	-
Forced labour	Cases	-	-	-	-
Unfair treatment from supervisor	Cases	1	-	-	-
Percentage of compliant cases proven to be true compared with the total number of complaints	%	50	0	0	0
Percentage of complaint cases resolved and compensated compared with the total number of complaints	%	100	0	0	0
Percentage of employees who received training on 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 that were screened 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

Community Engagement

Indicator	Unit	Year			
		2021	2022	2023	2024
Monetary donation	THB	100,000	250,000	100,000	500,000
Employee volunteering during working hours	THB	-	-	-	-
In-kind giving	THB	100,000	177,860	N.A	192,997
Sponsorship	THB	-	30,000,000	-	-





KEX Express (Thailand) Public Company Limited

Room 906, 9th Floor, Chao Phya Tower
89 Soi Wat Suan Plu, Charoen Krung Road
Bangrak, Bangkok 10500
Thailand

Head Office
+66 2238 5558

th.kex-express.com
Call Centre 1217