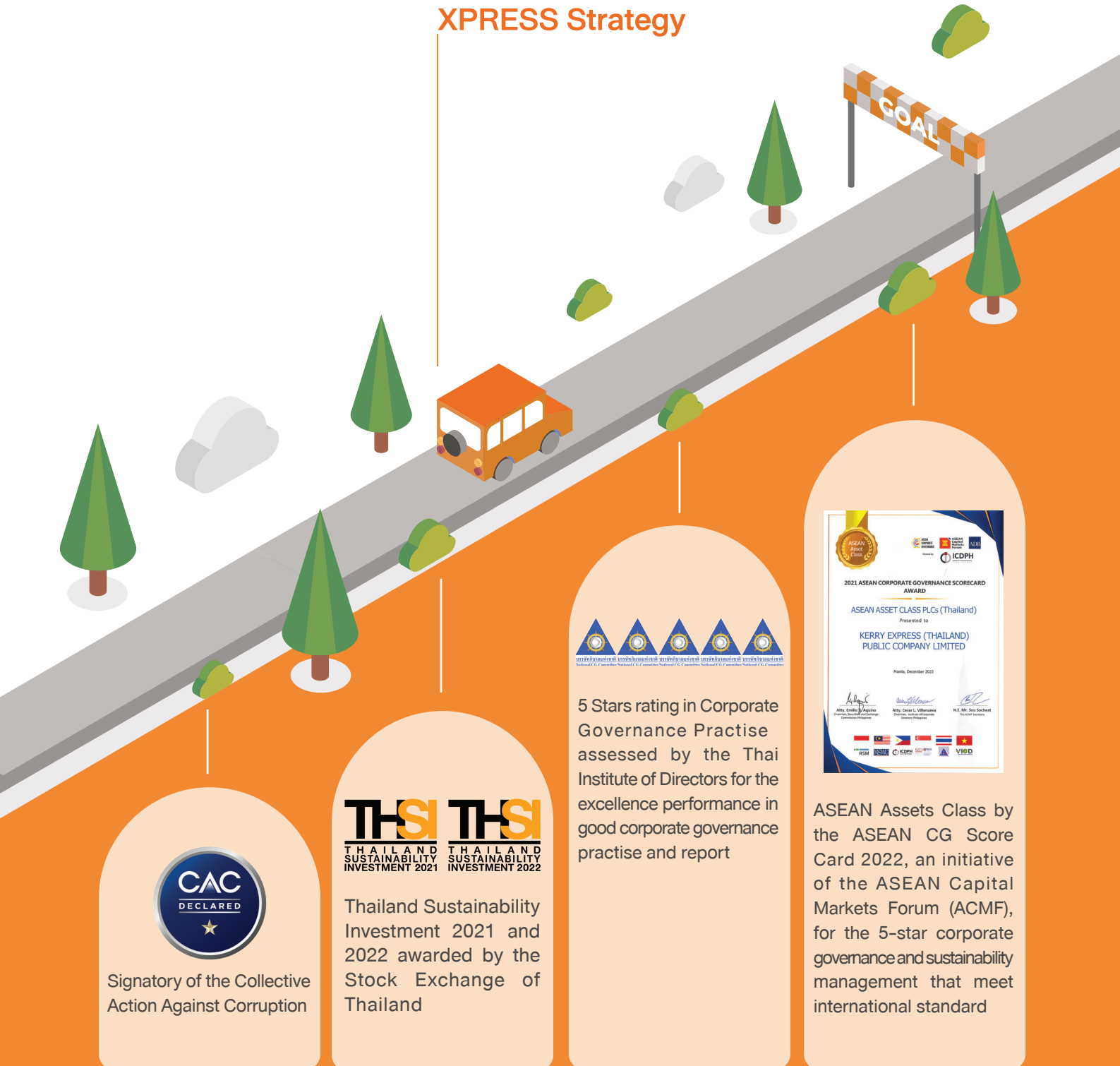


BREAKTHROUGH



“Strive to integrate ESG approach into our business operations, product & service development, employee welfares and stakeholders’ engagement. Sustainably establish relationships with the communities we serve”

XPRESS Strategy



Signatory of the Collective Action Against Corruption



Thailand Sustainability Investment 2021 and 2022 awarded by the Stock Exchange of Thailand



5 Stars rating in Corporate Governance Practise assessed by the Thai Institute of Directors for the excellence performance in good corporate governance practise and report



ASEAN Assets Class by the ASEAN CG Score Card 2022, an initiative of the ASEAN Capital Markets Forum (ACMF), for the 5-star corporate governance and sustainability management that meet international standard

We will become an industry role model in GREEN ECONOMY.

Mission to Net Zero 2050



Route optimisation

2022 progress

1.3 million lite reduced from route planning and capacity increasing with baht 43,193 million cost saved
25.80% increate cons/route/day
14.89% reduct route/day



100% EV transition

2022 progress

100% completed on feasibility study
Partnership sourcing



100% Sustainable packaging

2022 progress

100% of parcel box used
70% recycled material
Launched new eco-box using 100% recycled material in Q4



100% of employees are trained in environmental responsibility

2022 progress

100% newly hired employees were trained via on-boarding program

Carbon emission and waste generation reduction



2022 progress

2.46% of total carbon emission reduced
98.46% reduction in waste generation compared to 2021

Short- to medium-term target

Commit to save 3% in 2023 and 10% within 2026 when compare with 2021 emission

We commit to promote HUMAN CAPITAL DEVELOPMENT at all levels and ensure TALENT ATTRACTION & RETENTION.

Management associates programme



2022 progress

13 management associates join KEX and have been provided hands-on learning experience



Kerry University

2022 progress

Management's approval on the establishment of Kerry University

Talent attraction and Retention



2022 progress

Establish relationship with universities to attract and develop young talents.

More than 96% of 500 critical positions are retained in the year 2022

Inclusivity and equality according to the Universal Declaration of Human Right

Participated in WeEmpowerAsia, the UN women programme to promote women's inclusivity and equality



Funded by the European Union



We strive to be Thailand's
BEST PARCEL DELIVERY SERVICE company.
We are customer-focused and put customer
satisfaction as our top priority.

Customer satisfaction



2022 progress

96% Parcels delivered on time*

73 Net promotor score

77% Customer satisfaction

Wider network coverage and service offering



2022 progress

99.99% network coverage
nationwide

Kerry Express Club



2022 progress

Kerry Express Club, the very first
customer loyalty program in express
delivery industry, reached 2.2 Million
customers

We ensure a secure information management system and handling of personal data to **ENHANCE A SAFE & SECURE INTERNAL SYSTEM** and avoid all information breaches.

0 cases of data leakage that disrupted business operations and damage from cyber attack

Fully complied with the Personal Data Protection Act, B.E. 2562



No incident and penalty fees from non-compliance with laws and regulations



100% employees have been educated on information technology security and personal data protection



Maintained ISO 27001 certification for another year

We will drive INNOVATION forward through investment and R&D of new products and services to ensure good user experience, accessibility, convenience, and social inclusion for all.

THB 21 million invested in new service platform

Enabling us to support micro economic growth and financial accessibility of all Thais

KERRY EXPRESS
friends
เคอรี่ เอ็กซ์เพรส เฟรนด์

Debuted all-in-one application

KERRY EXPRESS
WALLET
เคอรี่ เอ็กซ์เพรส วอลเลต



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6 Strategic Focuses



Green Economy

- 1 Striving towards the global challenge, a net zero emission within 2050



Human Capital Development

- 2 Upskill employees at all levels to ensure the competencies, abilities and agility that meet the future needs and business directions



Talent Attraction and Retention

- 3 Create talents that fit with the business goals and future and make agile organization



Service Quality and Customer Relationship Management

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



Innovation Management

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



Cybersecurity and Data Privacy

- 6 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 Chief Investment Officer, comprising of department heads of each core business function.

The Board of Directors

1. Approve the sustainability strategy, policy, and target
2. Oversight the implementation of those strategy and policy
3. Approve the annual budget for sustainability programmes

The Executive Committee

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 result

The Chief Executive Officer

1. 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
2. Review and ensure that the day-to-day business operation is in line with sustainability strategy
3. Monitor the implementation of roadmap and initiative to ensure the target achievement

The Chief Investment Officer

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 their capacity and capability are fit in to the Company's requirement in relation to sustainability programmes 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

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 the non-compliance
3. Facilitate internal functions to develop the roadmap and initiatives
4. 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
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 the update to the Chief Investment Officer, 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

The sustainability Taskforce chairs by the Chief Investment Officer 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.

Responding to the Global Goals

SDG



Green Economy

Gearing towards the green economy with the commitment to achieve net zero emission within 2050 through route optimisation, electric vehicle transition, and efficient use of natural resources

Examples of the programmes, 70% recycled packaging materials, route planning for delivery service, and low-carbon services



Human Capital Development and Talent Attraction and Retention

Gearing towards the green economy with the commitment to achieve net zero emission within 2050 through route optimisation, electric vehicle transition, and efficient use of natural resources

Example of the programmes, Kerry University, our knowledge and development center, is committed to promoting both hard and soft skills to build the future leaders of our organisation.

Another example is management association programme.



Innovation Management

Continue investing in in-house developed proprietary technologies, information technology systems, research and development capabilities to improve KEX efficiency and sustainable growth and to promote social inclusion for all

Example of the programmes, Kerry Express Friend, the ultimate penetration to local community platform that enabling local people to become Kerry Express's partners on parcel delivering with no barrier on financial ability, and Kerry Wallet, the end-to-end e-payment solution and platform to support a variety of payment methods to assist Kerry's customers with their business opportunities and growth

Green economy

Commitment

Striving towards the global challenge of a net zero emission by 2050

Challenges

As Thailand's No. 1 express delivery service, with over 20,000 fleets and the highest service locations and sorting centres than other providers in the same industry, pushing for a green economy has been KEX's main strategy for over two years. We believe that transitioning to electric vehicles (EVs) is not just a brief environmental trend but a technological innovation that will solve environmental and macroeconomic problems. EVs have already been used in European countries for many years. In the 26th UN Climate Change Conference of the Parties (COP26), alternative energy and electrical energy to replace fossil fuel energy was brought up again, in line with the target of limiting global warming to well below 2, preferably to 1.5 degrees Celsius. This matter is a global issue. Apart from the EVs transition, the route optimization and route planning, the efficiency of warehouse management as well as the awareness of our stakeholders are the important part in achieving the sustainability purpose.

KEX needs to play a role in achieving this target because we are one of the biggest service providers in the market and therefore need to set an example in the industry. Moreover, KEX is also ready to take action following the government's policy in pushing the private sector to reduce greenhouse gas emissions from their business operations. This will, in turn, support our green economy standpoint.

Strategic responses

Environmental Management Policy

Thanks to our commitment to environmental improvement, the Board of Directors has established a group-wide Environmental Management Policy. 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.

Green Economy and Inclusion Strategies

KEX focuses on investment in technologies and streamlines processes for:

1. Optimising our operation, leveraging the right amount of financial, capital, and natural capital.
2. Our diverse products and services meeting our customers' digital needs and reaching all customer groups.
3. Our employees and people in society being involved in stimulating the grassroots economy and mitigating the environmental impacts.

In 2020, KEX and its business partners piloted the Kerry Express Go Green project to use EV motorcycles for parcel deliveries for four months. This project aimed to study and compare energy efficiency per distance and repair and maintenance. As a result, KEX sees the limits of EV motorcycles currently available in the market and draws up a plan to procure EVs for its express delivery services in the future.

In 2021, KEX started discussing with consultancy firms, government agencies, and automobile and automotive parts manufacturers in Thailand and overseas to study the possibility of importing EVs and EV stations and increasing the manufacturing capacity of EV motorcycle batteries. In 2022, KEX signed a contract to collaborate with Thai Rung Union Car Public Company Limited to share data on using EVs for transportation in Thailand. A working committee was established for this matter.

In terms of policies, since 2019, the Board of Directors has implemented the social and environmental responsibility policy, which is

revised every year. And in the past year, the Company has revised the main procurement policy by specifying its intention to promote collaboration with social enterprises.

Directly Responsible Persons for Strategies and Work Plans

The Company has established a sustainability task force that directly reports to the Chief Financial Officer. The team helps realise the green economy strategy through communication, regular follow-ups, and mutual understanding with internal departments: risk management, marketing, operation, product and service development, etc. For example, in developing new products, many risks, including climate change and environmental impact, are discussed to set out a product development guideline or risk closure plan. Likewise, in considering an investment in a company, the investment committee will consider compliance with applicable laws and regulations, including labour and environmental laws and related risks.

Route Optimisation and Route Planning

KEX optimises 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, in the past year, KEX managed to reduce the average distance per month by 3 - 5 per cent, compared to pre-optimisation. On average, the transportation cost is reduced by Baht 16 million per month, and the greenhouse gas emission rate is reduced by approximately 4 per cent, compared to pre-optimisation.

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.

Green packaging and campaign (reused and recycled)

The target of sustainable packaging through the 3Rs (reduce, reuse and recycle) is vital to KEX from now on. KEX has been promoting the no single-use campaign, encouraging customers to reuse old packaging in good condition for parcel delivery service with KEX. Customers can also receive privileged points as a part of the Kerry Express Loyalty Club for reward redemption. In December 2022, KEX debuted the all-new-eco-friendly boxes made of 100% recycled material. Customers can simultaneously enjoy a quality parcel box with a lower price and lower environmental impact. KEX foresees that the demand for eco-box in 2023 will reach 100,000 boxes and sets a target to switch all boxes from 70% recycled material to 100% recycled material (eco-box) by 2026. The current usage is around 55,000 boxes.

Although the 100% recycled material boxes in the market are very thin and unable to protect the content within a package from damage, Kerry Express's eco-boxes are extra thick and durable. Both senders and recipients can rest assured that their parcels are safe and in good hands.

Green packaging and campaign (reused and recycled)

Every Kerry Express' s packaging is 100% recyclable



Envelopes

are made from 100% recycled materials



Satchel bags

are made from 70% recycled materials.



White boxes

are made from 70% recycled materials.



Eco-boxes

are made from 100% recycled material.

Energy and Resource Efficiency

KEX is committed to efficiently using energy and resources, including electricity, water, and transportation energy, by analysing the necessity of using and drawing up plans. For example, in the past year, products in the inventory have been placed differently to minimise the energy usage of forklifts. Also, KEX implements a schedule to switch off electricity in office buildings, sorting centres, and distribution centres throughout the country. Electricity and air conditioners are turned off during lunch breaks every day.

Moreover, in the office buildings and the customer service centres, KEX has switched from fluorescent tubes to LED tubes, which are more durable and energy efficient. Nowadays, 100 per cent of all light tubes have been changed in the office buildings and the customer service centres. There is a plan to gradually change to light tubes up to 100 per cent in the sorting centres and the distribution centres throughout the country.

KEX also supports online meetings to save travel time for directors, executives, and personnel. KEX has adopted standardised virtual meeting technologies since 2019. KEX's online meeting system covers online file submission, meeting notes, and minutes. This policy saves travel time and reduces the amount of paper used for meeting invitations and documents to zero.

Even though water is not the main resource KEX utilises compared to other industries, KEX implements water-saving campaigns among the employees. Automatic faucets are installed in office buildings and distribution centres to minimise the risk of water waste.

KEX stipulates that the Corporate Administrative and Procurement Department must work with the Sustainability Taskforce to monitor the operation under energy and natural resource projects and measure results against the annual sub-targets to improve next year's performance. The supervisor of the administrative and procurement divisions must report the projects' performance to the CEO at least once a month and to the Board of Directors at least twice a year, and to the shareholders once a year through the Company's sustainability report and annual shareholders meetings documents.

Employees awareness and culture

In 2022, KEX embedded the principles and practice of environmental management, social responsibility, and human rights into our staff orientation package and the training on the code of business conduct and anti-corruption. We also provided online training and annual assessment for all employees to check their understanding. The Company Secretary team has been assigned as a dedicated function to receive employee feedbacks and questions regarding those training courses. The training video is available at URL:<https://www.youtube.com/watch?v=DEhZdeXP5-4>

Human capital development

Commitment

Upskill employees at all levels to ensure the competencies, abilities, and agility that meet future needs and business directions

Challenges

Nowadays, employee development differs from the past, especially when the business landscape changes fast, and companies need to adjust their organisational structures. Some of the challenges in human development include helping people become resilient to any kind of situation, retaining smart personnel, and establishing the HR business partner team who helps our employees in developing relevant skills for each business function and integrates our business directions and requirements in the development of training curriculum at Kerry University.

Strategic responses

Aligning the structure and work practice with our business direction

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.

Establishment of Kerry University

To lay the foundation of sustainable employee development, the CEO has stipulated the concept and the master plan for Kerry University in 2020.

Under this master plan, Kerry University is a knowledge centre accessible to employees of all levels, including executives and directors. Learning goals, whether monetary or non-monetary, and evaluations are clearly determined through our collaboration with training a variety of curriculum developers, experts, and leading universities in Thailand and overseas. The Company invests in human development technologies, so Kerry Express employees achieve excellence in the workplace, are equipped with adequate skills for career advancement, and become resilient.

The investment in Kerry University requires middle-term to long-term preparation to provide the utmost benefits for all. In the past year, the master plan of Kerry University has already been approved by the executives. The Company is now looking for partners to participate in this great learning environment.

Promotion of technologies and innovations in the organisation

Human development is not limited to textbooks but can be achieved through training and state-of-art technologies that improve work efficiency and promote innovations within the organisation. In the past years, the Company has been allocating over 5 per cent of its annual budget to research and development. Some budget is used to support innovative projects concocted by the employees. For example, in the past year, the

Company has also provided its services through small agents or Kerry Express Friends instead of just the service points and door-to-door service. Standardised online training has been provided instead of just physical training because online training is accessible to all service points staff and drivers no matter where they are. These projects were all initiated by our employees.

Moreover, the Company also undertakes a project-based learning initiative. The talented employees in each department work together to improve our business under three concepts: improving services, improving costs, and building income. One of the ongoing projects is the research and development of the internal process to optimise financial resources. This project is the collaboration of the operation team, the accounting team, and the corporate finance management team. The target is to cut the Company's costs by at least 20 per cent.

Talent attraction and retention

Commitment

Create talents that fit with the business goals and future and build an agile organization

Challenges

To achieve the goal of helping the Company's personnel to reach their fullest potential and retain talented personnel, Kerry Express needs to revise its strategies on human development, communication, and talent attraction.

Strategic responses

Adjustment of employee compensation structure

The Company continue to focus on performance based remuneration rather than the number of years they have worked for the Company. The performance evaluation also focuses on the employees' individual performance in relation to their competencies and responsibilities rather than using a single evaluation format throughout the organisation.

The Company's Positive Corporate Image

The HR team works with the market communication team to add social media channels: Facebook, LinkedIn, and Line Official to communicate with third parties, publishing press releases and content about the Company's culture and work practice in order to build awareness among the public. Moreover, the Human Resource Department also works with the country's leading universities, such as Chulalongkorn University, to conduct educational activities on express delivery business and workshops on business models and to recruit

students with the potential to be our future employees.

Management Associate Programme

The Management Associate Programme or MA has been going on for over 5 years. People with master's degrees or higher from any field can apply to join Kerry Express. The most talented and suitable candidates are carefully selected to participate in the Project for two years.

The MAs have the opportunity to learn working skills in every main department of the Company. They are required to switch their departments every four or six months to diversify their work experience. The MAs from each department also work together as a group to initiate and push projects and improve their performance. The MA project aims to develop and support these participants to become future managers after completing the project.

Cybersecurity and data privacy

Commitment

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

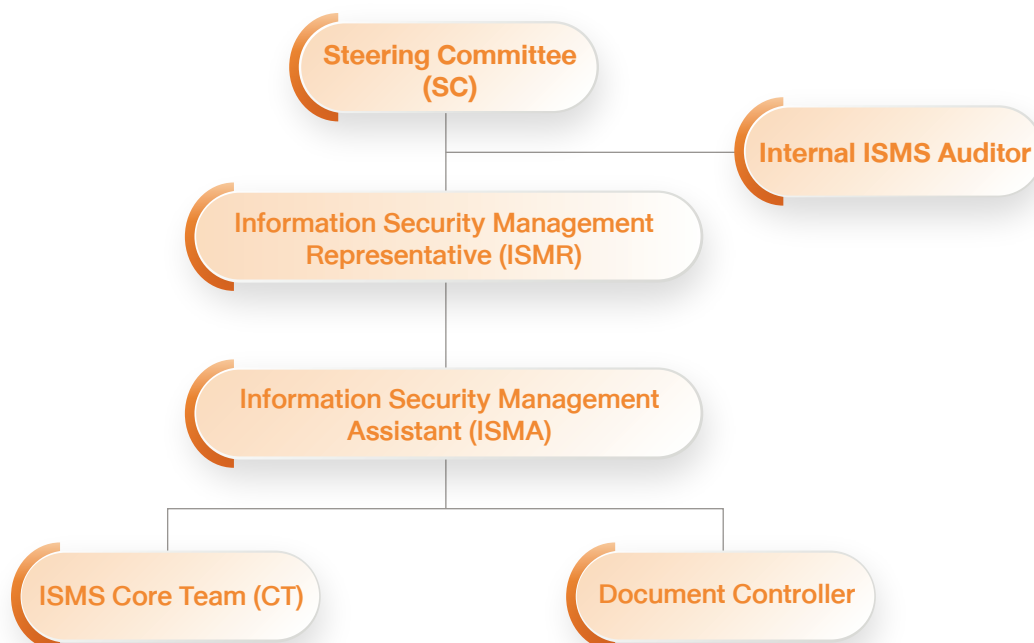
Challenges

In Today's business world, digital technology transition, the widespread use of social media, and Big Data all benefit businesses in terms of products and services that meet customers' needs, communication and public relation channels, effective communication from the Company to the public, and development of new products and services for our customers.

Thanks to the strategy to obtain and invest in new technologies and innovations, the customer experience at KEX mainly focuses on the customers' digital lifestyle, such as pickup requests, real-time parcel tracking, and collecting Kerry points for rewards under Kerry Express Loyalty Club. All these activities can be done on online applications. Therefore, we must focus on creating the best customers' experience and ensure the utmost safety of the data of our customers and users who use the Company's products and services on the digital platform.

Strategic responses

Cybersecurity and Data Governance



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.

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

| | 2019 | 2020 | 2021 | 2022 |
|-----------------------|------|------|------|------|
| Unit: Baht million | 14.9 | 11.8 | 11.5 | 28.5 |

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.

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 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 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 preventative 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 Cisco duo to verify user identity.

- To set up a data hierarchy and authorise persons with access to data at each level and

persons with authority to approve access (access matrix). The hierarchy must be reviewed at least once a year.

- To establish a cybersafety 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 per cent 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 Nessus' tools, 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.

Performance

| | 2019 | 2020 | 2021 | 2022 |
|--|------|------|------|------|
| Total number of information security breaches or other cybersecurity incidents | 0 | 0 | 0 | 0 |
| Total number of proven data breaches | 0 | 0 | 0 | 0 |
| Total number of customers and employees affected by company's data breach | 0 | 0 | 0 | 0 |
| Total amount of fines/ penalties paid in relation to information security breaches or other cybersecurity incident | 0 | 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 | 0 |

Respect for human rights report

Business and human rights are interconnected. Even though technologies and innovations facilitate business operations, humans are still businesses' main drivers. Kerry Express has approximately 20,000 employees in every region throughout the country, with diversity in ideas, race, religion, skin color, gender, education, and economic and social backgrounds. Respect for diversity in the workplace may be difficult. No policy or law can yield perfect results.

Therefore, the strategies we have adhered to all this time are building and promoting human rights in business operations under Kerry Express.



2018 Respect for human rights is included in the business ethics and the good governance policy.

Arranging for human rights risk assessment.

Implementing anti child labour, anti illegal labour, and anti pregnancy discrimination policies.

2019 Announcing the policy and the code of conduct on receiving complaints and establishing Kerry Nokweed.

Respect for human rights is included in the business ethics and the good governance policy.

2020 Integrating the human rights topic in the compliance training for employees and conducting yearly evaluation to ensure that they understand this issue.

2021 Implementing the business partner ethics which must be studied, acknowledged, and signed by all partners.

2022 Making videos on business ethics and practice regarding human rights to be used in employee and partner training and making them available to the public.

Determining the due diligence process for our main business partners that covers compliance with the human rights, labour, and environment laws.

Human Right Risk Assessment

The management work with the Company's sustainable development team and the human resource department to assess human rights risk. Therefore, the Company is aware of any possible risks in its business operation and comes up with prevention or solution.

Identified risks are presented in the meeting of the Risk Management Committee to decide whether they are organisational-level risks. You can learn more about organisational-level risks in the 2022 Form 56-1 One Report.

In 2022, the Company reviewed such risks, covering all employees and 80 per cent of partners, using the data as of the third quarter of 2022, as the Company underwent a reorganisation and readjusted the whistleblower policy. According to the risk assessment results, the middle-level risks regarding human rights are as follows.

1. Supervisors' behaviors towards their subordinates.
2. Unfair treatment towards the employees.
3. Health and safety of pregnant employees.

There is no risk in terms of child labour and illegal labour as the Company and its partner strictly adheres to the laws. The sexual assault risk is determined as low because the Company has been consistently enforcing preventative measures, raising awareness, and monitoring risks for over 5 years. There is no high-level risk.

The Company's Policy and Commitment.

The Board of Directors has guided the management on employee care and respect for all

stakeholders, through the Company's business ethics and good governance policy. The management, in turn, created the operational policy and specific guidelines to ingrain the same human rights standards in all of the Company staff, such as the policy prohibiting the termination of pregnant employees; the anti-child labour, anti-forced labours, and paternity leave policies; business partner ethics; the procurement policy that discouraging partnership any business partner that may violate human rights and the Company's business partner ethics. Moreover, due diligence must be regularly conducted on the main partners to ensure compliance with the human rights and labour laws and adherence to the agreement confirming compliance with business partner ethics and international human rights principles. Such agreement is signed with the Company at the start of each partnership.

The Company provides channels to receive complaints on any violations against business ethics and human rights. The whistleblowers are protected under the whistleblowing policy. During the past year, a total of 108 cases were reported.

85 per cent concerns supervisors' behaviours towards their subordinates. 14 per cent concerns unfair treatment toward the employees. As a result, in the fourth quarter of 2022, the Company revised the supervisor promotion criteria by adding supervisors' ability to retain and motivate their subordinates. The Company also provides training on better leadership to solve the reported supervisor behavior problems. The Company will regularly monitor the outcomes and report them to the executives and the Audit Committee.

Reporting principle

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-, medium- 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 prioritise 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

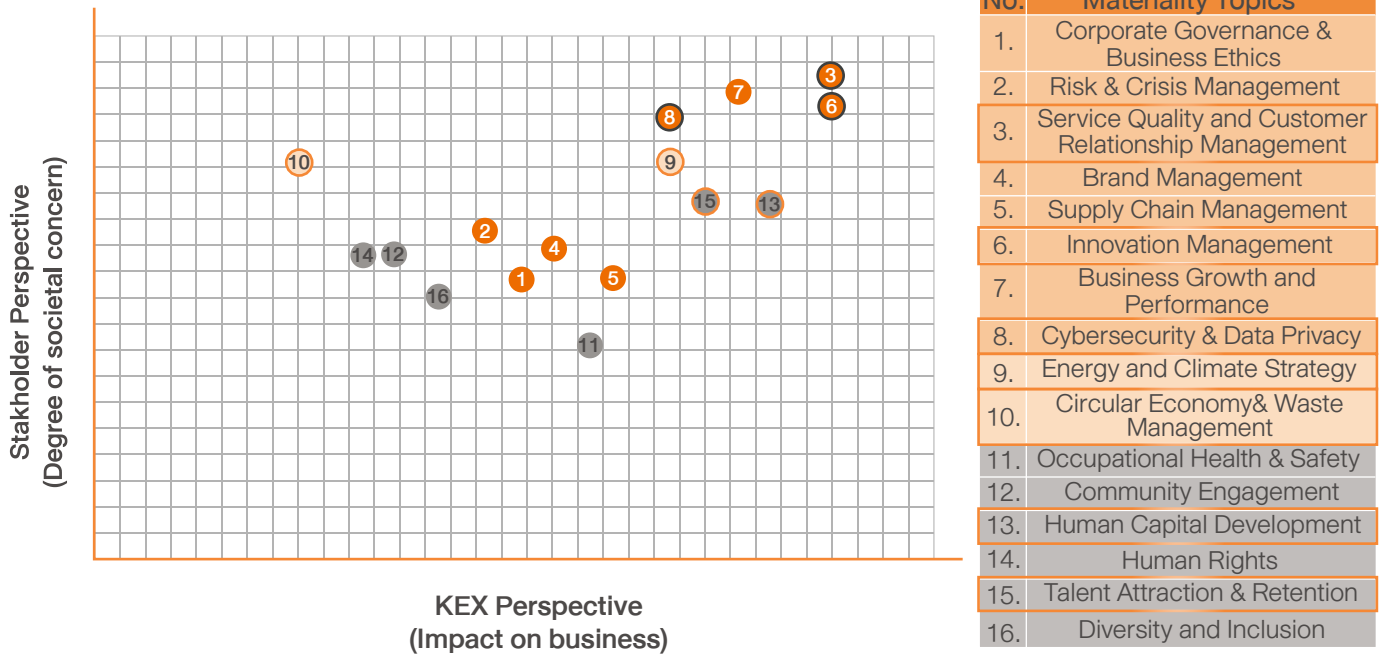
Validation

Validating the most material issues







The sustainability taskforce together with the Chief Investment Officer 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 within December this year. The materiality, goals and progress against roadmap were shown in this sustainability report 2022.

Materiality matrix



Note: As for business growth and performance, it can be achieved through professional management on material issues and strategy.

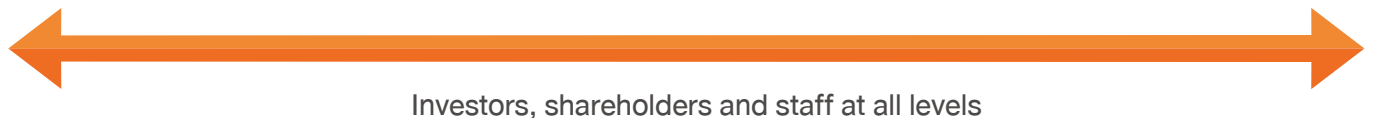
| Sustainability dimension | Material issues | Impact boundary and key stakeholders | | Risks, Opportunities, and Impacts on Business |
|--|--|--------------------------------------|---|--|
| | | Within KEX | Outside KEX | |
|  Economy | Service Quality and Customer Relationship Management | | Customers | <ul style="list-style-type: none"> Business growth and revenue impact Customers' engagement Competitive strengths |
|  Economy | Innovation Management | Employees | Customers Community | <ul style="list-style-type: none"> New revenue stream Cost efficiency Competitive strengths Digital transformation Community well-being |
|  Economy | Cybersecurity and Data Privacy | Employees | Customers | <ul style="list-style-type: none"> Customers' trust Reputational damage Regulatory compliance |
|  Environment | Green Economy | | Customers Community Business partners/ suppliers | <ul style="list-style-type: none"> Brand recognition and market leadership Cost efficiency Competitive strengths Regulatory compliance |
|  Society | Human Capital Development | Employees | | <ul style="list-style-type: none"> Organisational agility Customers' service quality and engagement Employees' engagement |
|  Society | Talent Attraction and Retention | Employees | | <ul style="list-style-type: none"> Business growth Competitive strengths Employees' engagement Innovation |

Stakeholder engagement



KEX has placed important in building a relationship with stakeholders and get their opinion for determining the business direction. KEX build various channels and establish a process to receive stakeholders' voices through the Company's touchpoints as well as specific channel. KEX have also engaged with external experts to conduct a stakeholders survey regularly.



KEX's supply chain are as follows:


| License permission | Partnership engagement | First mile delivery and service | Sorting | Last-mile delivery |
|---|---|--|--|---|
| <ul style="list-style-type: none"> • Licensors Capital market regulator Other regulators in relation to express delivery service | <ul style="list-style-type: none"> • Vendors and suppliers who provide office equipment and operating equipment, energy partners, financial institutions, garbage disposal vendors, and IT equipment suppliers etc. • Sub-contractors | <ul style="list-style-type: none"> • Retails and corporate customers • Drivers and couriers • Communities surrounding the service centres | <ul style="list-style-type: none"> • Sorting staff • Communities surrounding distribution centres and Hubs | <ul style="list-style-type: none"> • Retails and corporate customers • Drivers and couriers |



Stakeholder engagement approach

| Stakeholders | Issues of interests/ expectation | Engagement channels/ frequency | KEX response |
|--|---|---|---|
|  <p>Government agencies</p> | Regulatory compliance | <ul style="list-style-type: none"> • Legal and compliance business units / daily basis • Meeting with company's representative / at least 2 time a year • Form 56-1 One Report / 1 time a year • Whistleblowing and grievance mechanism such as company secretary or Audit Committee e-mail / daily basis | <ul style="list-style-type: none"> • 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 |
|  <p>Business partners, suppliers and sub-contractors</p> | <ul style="list-style-type: none"> • Win-win partnership • Fair treatment and compensation • Co-partnership on environmental solution for express delivery service | <ul style="list-style-type: none"> • Suppliers' survey / at least 1 time a year • Business partners' meeting / at least 4 time a year • Company's representative / daily basis • Whistleblowing and grievance mechanism such as company secretary or Audit Committee e-mail / daily basis | <ul style="list-style-type: none"> • 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 |

| Stakeholders | Issues of interests/ expectation | Engagement channels/ frequency | KEX response |
|--|--|---|--|
|  <p>Customers</p> | <ul style="list-style-type: none"> • Good service quality with affordable price • On-time delivery service | <ul style="list-style-type: none"> • Customer satisfaction survey / daily basis • Customer engagement survey / at least 1 time a year • Call centre 1217 • Grievance mechanism such as company secretary or Audit Committee e-mail / daily basis | <ul style="list-style-type: none"> • Revamp pricing scheme, while maintain a level of service quality • Promote Kerry Express's service level as a corporate KPI • Set up the Audit Centre to sampling check customers' 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 the information of products to customers with accuracy, transparency, accuracy and completeness |
|  <p>Employees</p> | <ul style="list-style-type: none"> • Training and development • Attractive and competitive compensation and benefit • Two-way communication with senior management team | <ul style="list-style-type: none"> • Employees engagement survey / 1 time a year • CEO townhall / 3-4 time a year • Human resources team / daily basis • Welfare committee / monthly basis • Whistleblowing and grievance mechanism such as Kerry Nokweed and Kerry Police / daily basis | <ul style="list-style-type: none"> • 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 course 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 |

| Stakeholders | Issues of interests/ expectation | Engagement channels/ frequency | KEX response |
|--|--|--|--|
|  <p>Society and Community</p> | <ul style="list-style-type: none"> • Job opportunity • Corporate Social Responsibility | <ul style="list-style-type: none"> • Community engagement survey / 1 time a year • Safety, Health and Environmental management team / daily basis • Government network and programmes • Whistleblowing and grievance mechanism such as company secretary or Audit Committee e-mail / daily basis | <ul style="list-style-type: none"> • Promote equal job opportunity to join KEX • Roll out university engagement program 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 teams 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 comply with laws & regulations |

GRI about this report

The 2022 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 2022 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 1 January 2022 to 31 December 2022.

For more information on the business and financial performance of KEX and its subsidiaries, please scan the QR code below to access the 2022 Form 56-1 Annual Report.

Scan QR code
for Annual report



Contact information for inquiry

Company Secretary and Sustainability Department
Kerry Express (Thailand) Public Company Limited
Head office: 906, 9/F, Chao Phya Tower, 89 Soi Wat Suan Plu,
Charoen Krung Road, Bangrak, Bangkok 10500, Thailand
E-mail: Company.Secretary@kerryexpress.com

Performance data

Economic performance

Operating results

| Indicators | Unit | Year | | |
|--------------------------------------|---------------|--------------|--------------|--------------|
| | | 2020 | 2022 | 2023 |
| Total assets | Thousand Baht | 19,318,235 | 17,045,554 | 12,093,235 |
| Total liabilities | Thousand Baht | 8,470,763 | 7,728,662 | 5,595,548 |
| Total equity | Thousand Baht | 10,847,472 | 9,316,892 | 6,497,687 |
| Sales and service income | Thousand Baht | 18,917,062 | 18,817,770 | 17,003,046 |
| Cost of sales and providing services | Thousand Baht | (15,849,763) | (17,478,514) | (18,685,139) |
| Net profit | Thousand Baht | 1,405,025 | 44,937 | (2,849,985) |
| Dividend payment | Million Baht | 382.8 | 1,292.8 | - |
| Income tax | Thousand Baht | (329,037) | 27,823 | 759,758 |
| Employee expenses | Million Baht | 6,008.63 | 4,904.61 | 5,835.26 |
| Community investment | Baht | 1,050,000 | 100,000 | 200,000 |

Anti-corruption and anti-bribery

| Indicators | Unit | Year | | |
|---|------|------|------|------|
| | | 2020 | 2021 | 2022 |
| Total number of directors that have received communication concerning the Company's anti-corruption policies and procedures | % | 100 | 100 | 100 |
| Employees that have received a training and communication on anti-corruption policy and procedure | | | | |
| • Senior executive | % | 100 | 100 | 100 |
| • Middle management | % | 100 | 100 | 100 |
| • Manager and above | % | 100 | 100 | 100 |
| • General staff | % | 100 | 100 | 100 |
| Percentage of directors who passed the annual ethics assessment | % | 100 | 100 | 100 |
| Percentage of employees who passed the annual ethics assessment | % | 100 | 100 | 100 |
| Percentage of key account customers who have received a training and communication on anti-corruption policy and procedure | % | 0 | 100 | 100 |
| Percentage of key account customers who declared their conflict of interest with KEX and its employees | % | 0 | 0 | 100 |

| Indicators | Unit | Year | | |
|--|---------|------|------|------|
| | | 2020 | 2021 | 2022 |
| Percentage of business partners, sub-contractors and suppliers who have received a training and communication on anti-corruption policy and procedure | % | 100 | 100 | 100 |
| Percentage of business partners, sub-contractors and suppliers who declared their conflict of interest with KEX and its employees | % | 0 | 0 | 100 |
| Percentage of 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 |
| Total number of cases of business partnership contracts that were terminated or not renewed due to violation of anti-corruption policy | Numbers | 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 | Cases | 0 | 0 | 0 |
| Percentage of strategic suppliers* were assessed on legal compliance and policy compliance (suppliers' due diligence) | % | 100 | 100 | 100 |
| Percentage of business operation were assessed for risks related to corruption | % | 100 | 100 | 100 |

* Strategic suppliers = suppliers whose goods or services have significant impact upon our operations and/or sustainability, as well as a large footprint in one or more of our operations in terms of allocated personnel, equipment and resources, making replacement or substitution highly difficult without a detailed plan and a significant replacement process. The strategic suppliers include high-volume suppliers (Top 20) and suppliers of critical components or services.

Anti-monopoly

| Indicators | Unit | Year | | |
|--|-------|------|------|------|
| | | 2020 | 2021 | 2022 |
| 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 |

Service quality and customer relationship management

| Indicators | Unit | Year | | |
|---|--------|-------|-------|---------|
| | | 2020 | 2021 | 2022 |
| Service coverage in Thailand | % | 99.99 | 99.99 | 99.99 |
| Kerry Express Service Level (KSL) | % | 99.00 | 97.39 | 96.14 |
| Percentage of parcel returned | % | < 1.5 | < 1.5 | < 2.5 |
| Net promoter score/ average rate of key competitors* | Points | N/A | N/A | 73/55.5 |
| Customer satisfaction/ average rate of key competitors* | Points | N/A | N/A | 77/60 |

* N/A = KEX have started to conduct the net promoter score and customer satisfaction survey in 2022

Cybersecurity and personal data protection

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

Environmental performance

| Green Economy | Indicators | Unit | Year | | |
|---------------------|---|----------------------|--------------|--------------|--------------|
| | | | 2020 | 2021 | 2022 |
| Energy | Total fuel consumption from non-renewable sources | GJ | 9,144,553.03 | 9,015,204.60 | 9,551,800.40 |
| | categorised by type of fuel | | | | |
| | • Amount of diesel consumption | GJ | 9,107,332.48 | 8,978,594.39 | 9,546,959.83 |
| | • Amount of gasoline consumption | GJ | 37,220.55 | 36,610.21 | 4,840.57 |
| | Total electricity consumption | GJ | 145,220.17 | 138,637.79 | 130,787.61 |
| Water | Total water consumption | Million cubic metres | 0.31 | 0.28 | 0.39 |
| | Total water consumption | m ³ | 310,005 | 284,230 | 396,359 |
| Emissions | Total direct GHG emission (scope 1) | TonneCO ₂ | 688,011.71* | 678,280.14* | 394,049.52 |
| | Total indirect GHG emission (scope 2) | TonneCO ₂ | 24,065.12 | 19,251.40 * | 18,161.31* |
| | Total indirect GHG emission (scope 3) sub-contractors | TonneCO ₂ | N/A | N/A | 324,707.24 |
| Waste | Non-hazardous waste | Tonnes | N/A | N/A | 142 |
| | Hazardous waste | Tonnes | N/A | N/A | 42 |
| Material | Plastic wrapping material used for packaging | Tonnes | 1,453 | 260 | 489 |
| Compliance practise | 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 |

* The data has been adjusted to account for the change in calculation formula.

Human resource management

| Indicators | Unit | Year | | |
|--|-------------|--------|--------|--------|
| | | 2020 | 2021 | 2022 |
| Human resource | | | | |
| By employment contract | | | | |
| Full-time and permanent employees | Persons | 18,016 | 21,906 | 19,114 |
| By gender | | | | |
| Male | Persons | 10,662 | 14,665 | 12,598 |
| Female | Persons | 7,354 | 7,241 | 6,516 |
| By region | | | | |
| Bangkok metropolitan area | Persons | 7,589 | 9,016 | 8,957 |
| Central | Persons | 1,402 | 1,820 | 1,331 |
| East | Persons | 1,354 | 1,656 | 1,173 |
| North | Persons | 2,591 | 3,047 | 2,518 |
| Northeast | Persons | 2,768 | 3,210 | 2,614 |
| South | Persons | 2,312 | 3,157 | 2,521 |
| By age | | | | |
| 30 - 50 years | Persons | 7,730 | 10,147 | 9,933 |
| 50 years above | Persons | 53 | 76 | 100 |
| Below 30 years | Persons | 10,233 | 11,683 | 9,081 |
| By ethnicity | | | | |
| Thai | Persons | 18,007 | 21,894 | 19,103 |
| Foreign | Persons | 9 | 12 | 11 |
| Total number of staff with disabilities | Persons | 271 | 225 | 134 |
| Total number of new hires (full-time and permanent only) | Persons | 1,104 | 6,704 | 7,273 |
| Percentage of total employees (full-time and permanent only) | % | 5 | 31 | 38 |
| Total number of employee turnover (full-time and permanent only) | Persons | 4,920 | 4,930 | 12,491 |
| Percentage of total employee turnover (full-time and permanent only) | % | 21 | 23 | 48 |
| Target of turnover rate | Less than % | 20 | 20 | 20 |
| Significant labor dispute | Yes/No | No | No | No |

| Indicators | Unit | Year | | |
|---|--------------------------|----------|----------|------------|
| | | 2020 | 2021 | 2022 |
| 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 |
| Number of work-related fatalities | Persons | 0 | 0 | 0 |
| Employee Remuneration | | | | |
| Total employee remuneration | Million Baht | 6,008.63 | 4,904.61 | 5,835.26 |
| Total male employee remuneration | Million Baht | N/A | N/A | 3,757 |
| Percentage of remuneration in male employees | % | N/A | N/A | 64.39 |
| Total female employee remuneration | Million Baht | N/A | N/A | 2,078 |
| Percentage of remuneration in female employees | % | N/A | N/A | 35.61 |
| Average remuneration of employees | Baht/ Person/ Year | N/A | N/A | 232,675.73 |
| Average remuneration of male employees | Baht/ Person/ Year | N/A | N/A | 228,133.48 |
| Average remuneration of female employees | Baht/ Person/ Year | N/A | N/A | 241,300.89 |
| Employee Provident Fund | | | | |
| Total number of employees joining employee provident fund | Person | 6,218 | 4,396 | 3,671 |
| Percentage of total number of employees joining | % | 34.51 | 20.07 | 19.21 |

| Indicators | Unit | Year | | |
|--|-------|------|------|------|
| | | 2020 | 2021 | 2022 |
| Human rights | | | | |
| Total number of suspected cases concerning human rights | Cases | 2 | 4 | 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 |
| Percentage of complaint cases resolved and compensated compared with the total number of complaints | % | 100 | 100 | 0 |
| Percentage of employees who received training in human rights policies or procedures | % | 100 | 100 | 100 |
| Percentage of business lines assessed for risk of human rights violations compared to total number of business lines | % | 100 | 100 | 100 |
| Percentage of employees who received the training on human rights | % | 100 | 100 | 86 |
| Percentage of strategic suppliers who received the training on human rights | % | 100 | 100 | 100 |
| Percentage of strategic suppliers were screen on human rights policy and regulatory compliance | % | 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 |

| Indicators | Unit | Year | | |
|--|--------|-------|------|------|
| | | 2020 | 2021 | 2022 |
| Human capital development | | | | |
| Average hours of training per year per employee | Hours | N/A | 2.54 | 3.74 |
| By gender | | | | |
| Male | Hours | 14.65 | 27.1 | 4.01 |
| Female | Hours | 19.4 | 41.5 | 3.45 |
| Percentage of total employees who received a regular performance appraisal/review | % | 100 | 97 | 91 |
| By gender | | | | |
| Male | % | 100 | 97 | 90 |
| Female | % | 100 | 98 | 93 |
| Employee engagement* | | | | |
| Employee engagement score | points | 50 | 70 | N/A |
| Percentage of employees participated in the employee engagement survey compared with total permanent employees | points | 97 | 92 | N/A |
| Target of engagement score | points | 67 | 67 | N/A |
| Percentage of employees who acknowledged the result of employee engagement | % | N/A | 5 | N/A |

* In 2022, the Company has proceeded for lean organisation and internal revamping. Therefore, the Company was not conduct employee engagement survey.

Community engagement

| Indicators | Unit | Year | | |
|--|------|-----------|---------|---------|
| | | 2020 | 2021 | 2022 |
| Monetary donation | Baht | 0 | 100,000 | 200,000 |
| Employee volunteering during working hours | Baht | 0 | 0 | 0 |
| In-kind giving | Baht | 1,050,000 | 100,000 | 177,860 |

GRI Content Index (Core)

| GRI Standard | Disclosure | One report (page) | Sustainability report (page) | Website | External Assurance |
|-------------------|--|--|--|---|--------------------|
| Disclosure 2-1(a) | Name of the organization | 166 | - | - | - |
| Disclosure 2-1(b) | Ownership and legal form | | | | |
| Disclosure 2-1(c) | Location of headquarters | 166 | - | - | - |
| Disclosure 2-1(d) | Location of operations | 166-167 | - | - | - |
| Disclosure 2-2 | Entities included in the organization's sustainability reporting | 110-119 (Statements of Financial Position) | 31 | - | - |
| Disclosure 2-3 | Reporting period and contact point | 166 (Company Secretary) | 31 (1 January 2022 to 31 December 2022 and Company Secretary) | - | - |
| Disclosure 2-4 | Restatements of information | - | - | - | - |
| Disclosure 2-5 | External assurance | - | - | - | |
| Disclosure 2-6 | Activities, value chain and entities downstream | 13-17, 19 (business overview), 85 (RPT) | - | - | - |
| Disclosure 2-7 | Employees | 58 (Employees) | 36 | - | - |
| Disclosure 2-8 | Number of workers who are not employees | - | - | - | - |
| Disclosure 2-9 | Governance structure | 49 | 9 | - | - |
| Disclosure 2-10 | Nominating and selecting the highest governance body | 52 (Nomination and Remuneration Committee) | - | https://investor.th.kerryexpress.com/en/management/nomination-and-remuneration-committee | |

| GRI Standard | Disclosure | One report (page) | Sustainability report (page) | Website | External Assurance |
|-----------------|--|--|------------------------------|---|--------------------|
| Disclosure 2-11 | Chair of the highest governance body | 47,61 | - | - | - |
| Disclosure 2-12 | Role of highest governance body in setting purpose, values, and strategy | 51 (EXCOM) | 9, 25(Step2) | - | - |
| Disclosure 2-13 | Delegation of responsibility for managing impacts | - | 9 | - | - |
| Disclosure 2-14 | Role of the highest governance body in sustainability reporting | - | 9 | - | - |
| Disclosure 2-15 | Conflicts of interest | 64, 81 | - | Code of Business Conduct page 16 URL: https://investor.th.kerryexpress.com/storage/content/corporate-governance/corporate-policy/20210527-kex-code-of-conduct-en.pdf | - |
| Disclosure 2-16 | Communicating critical concerns | 64-65 | 30 | - | - |
| Disclosure 2-17 | Collective knowledge of the highest governance body | 61 | - | - | - |
| Disclosure 2-18 | Evaluating the highest governance body's performance | 61-62 | - | - | - |
| Disclosure 2-19 | Remuneration policies | 53(Nomination and Remuneration Committee) | - | - | - |
| Disclosure 2-20 | Process for determining remuneration | 53 (Nomination and Remuneration Committee) 64 | - | - | - |

| GRI Standard | Disclosure | One report (page) | Sustainability report (page) | Website | External Assurance |
|-----------------|---|--------------------------|--|--|--------------------|
| Disclosure 2-21 | Annual total compensation ratio | 53 | - | - | - |
| Disclosure 2-22 | Statement from senior decision-maker | 2-3 | 2 (short, medium, and long-term vision and strategy) | - | - |
| Disclosure 2-23 | Policy commitments | - | 11 | https://investor.th.kerryexpress.com/storage/content/corporate-governance/corporate-policy/20220818-kex-code-of-conduct-en.pdf | - |
| Disclosure 2-24 | Embedding policy commitments | 64, 73-77 (Risk factors) | 9 | https://investor.th.kerryexpress.com/storage/content/corporate-governance/corporate-policy/20220818-kex-code-of-conduct-en.pdf https://investor.th.kerryexpress.com/storage/content/corporate-governance/corporate-policy/20220408-kex-risk-management-policy-en.pdf | - |
| Disclosure 2-25 | Processes to remediate negative impacts Key impacts, risks, and opportunities | 73-77 (Risk factors), 82 | 11, 15, 17, 18, (Challenges), 26 | - | - |

| GRI Standard | Disclosure | One report (page) | Sustainability report (page) | Website | External Assurance |
|-----------------|---|-------------------|----------------------------------|---|--------------------|
| Disclosure 2-26 | Mechanisms for advice and concerns about ethics | 65 | - | - | - |
| Disclosure 2-27 | Compliance with laws and regulations | 65 | 32-33, 38 | - | - |
| Disclosure 2-28 | Membership of associations | - | 3 (We Empower Asia) | https://www.thai-cac.com/who-we-are/our-members/ | - |
| Disclosure 2-29 | Approach to stakeholder engagement | - | 25 (Step 1), 27 | | |
| Disclosure 2-30 | Collective bargaining agreements | - | 30 (Workplace Welfare Committee) | - | - |

| Material Matters | GRI Standard | Disclosure | Page from sustainability report or Website | External Assurance |
|-----------------------------------|--------------|--|--|--------------------|
| Environmental aspect | | | | |
| Energy | 302-1 | Total fuel consumption within the organization from non-renewable sources | 35 | - |
| Climate change | 103-2 | Management approach | 11-14 | - |
| | 305-1 | Direct GHG emission (scope 1) | 35 | - |
| | 305-2 | Energy direct GHG emissions (scope 2) | 35 | - |
| | 305-3 | Other indirect GHG emissions (scope 3) | 35 | - |
| | 305-5 | Reduction of GHG emissions | 2 | - |
| Social aspect | | | | |
| Community well-being | 103-2 | Management approach | 31 | - |
| | 203-1 | Infrastructure investments and services supported | 34 | - |
| Employment | 401-1 | New employee hires and employee turnover | 36 | - |
| Occupational health and safety | 403-2 | Number of work-related fatalities | 37 | - |
| Training and education | 404 | Management approach | 15-16 | - |
| | 404-1 | Average hours of training break down by gender | 39 | - |
| | 404-2 | Type and scope of programs implemented, and assistance provided to upgrade employee skills | 15 | - |
| Human rights and labour practices | 103-2 | Management approach | 22-23 | - |
| | 412-1 | Operations that have been subject to human rights reviews or impact assessments | 22 | - |
| | 412-2 | Employee training on human rights policies or procedures | 37 | - |

| Material Matters | GRI Standard | Disclosure | Page from sustainability report or Website | External Assurance |
|--------------------------------|--------------|---|--|--------------------|
| Economic and Governance aspect | | | | |
| Customer privacy | 418 | Management approach | 18-21 | - |
| | 418-1 | Total number of substantiated complaints received concerning breaches of customer privacy | 34 | - |

SUSTAINABILITY REPORT 2022



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