

Kerry Express (Thailand)

SET Opportunity Day
Q1/2022 Performance

27 June 2022



KEX at a Glance

As the **leading and fast growing express delivery company** in Thailand and **the pioneer** of convenient and express delivery solutions in Thailand, we offer a **comprehensive range of integrated parcel delivery services** to customers in the **C2C, B2C, and B2B** segments.

Strong Network with Nationwide Coverage



31,000+
Service Locations



ALL 77
provinces in Thailand covered



18
Sorting Hubs

Industry-Leading Service Quality



1,400+
Distribution Centres



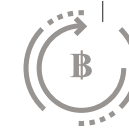
20,000+
Fleet of Vehicles under our Management



99.99%
Next-Day Delivery
Service Coverage within Thailand



96.60%
of Parcels
Delivered on Time

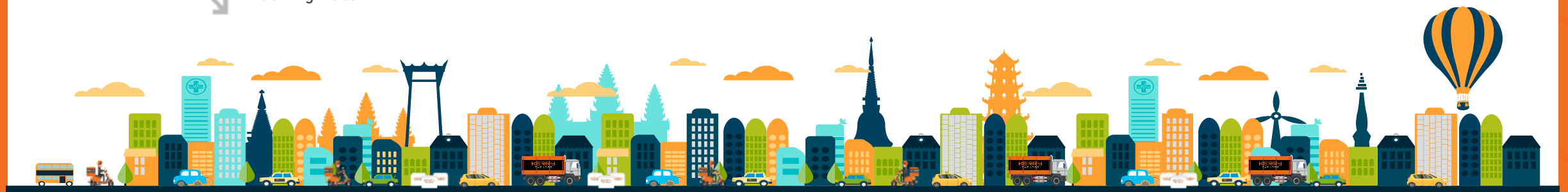


7.9bn^(THB)
Monthly
Transaction Value



<1.5%
of Parcels
Returned

Largest Payment-on-Delivery Express Company





Express-Focus
Market Leadership
Sustainable Growth



“Win-Win” Model
Business Synergies
Neutral & Professional



“2C”-Focus
Consumer Centric
Kerry Express Everywhere



Delivery-Relevant
Horizontal & Vertical
New Growth Engines



Cutting-Edge Technologies
Operational Excellence
Seamless User-Experience



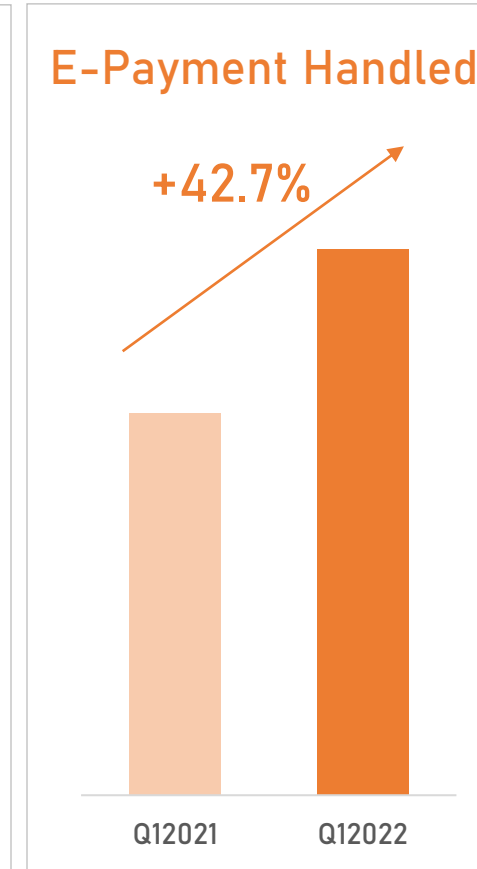
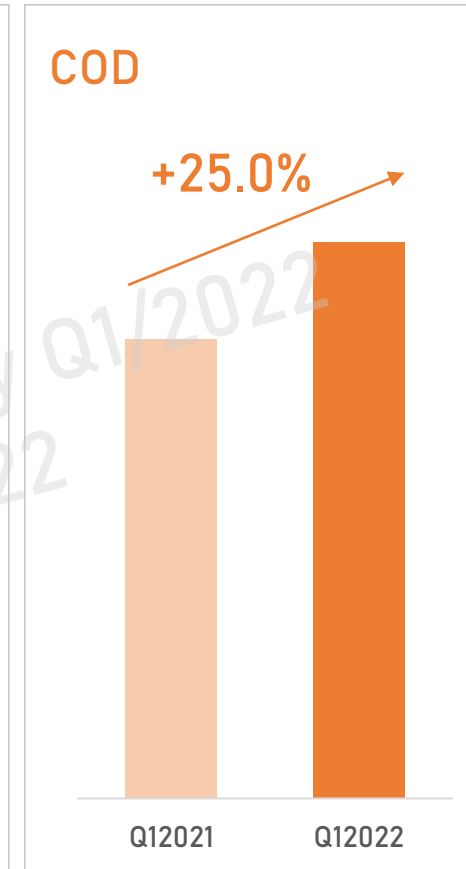
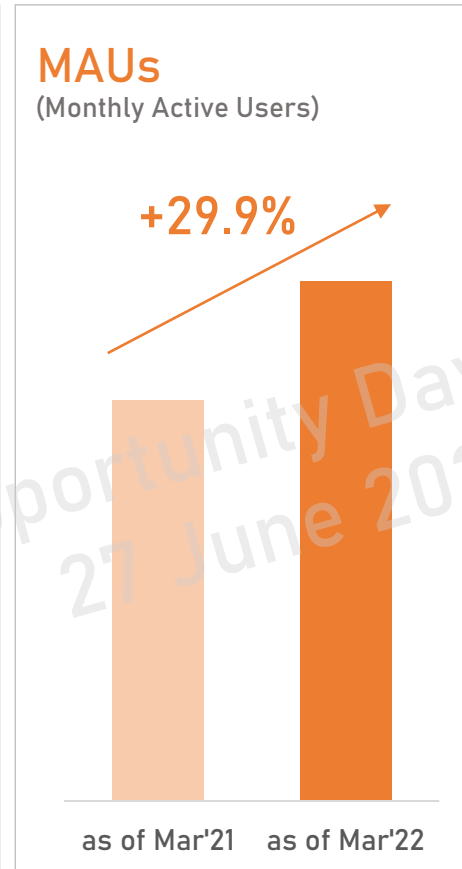
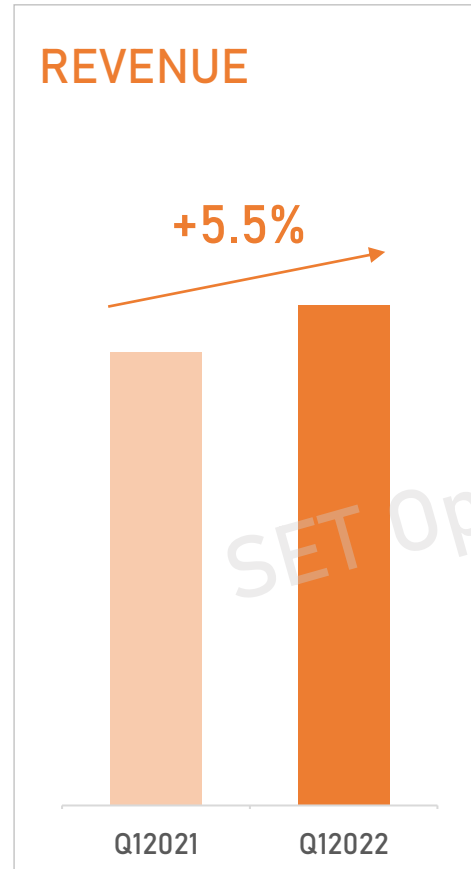
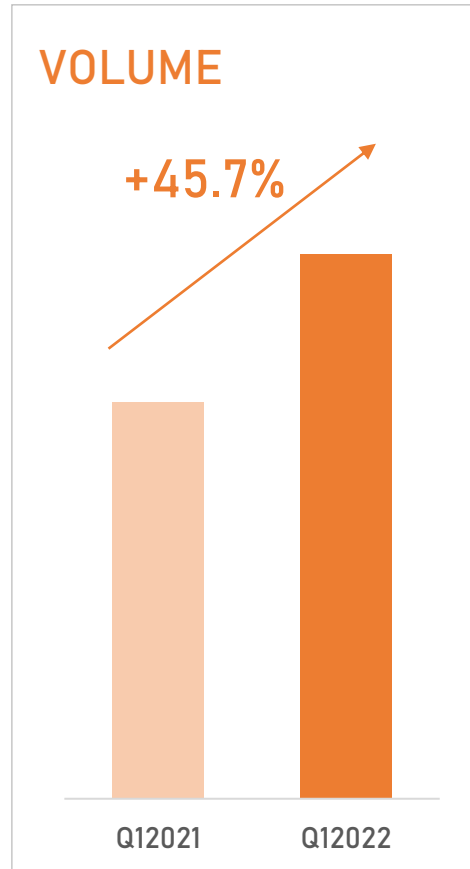
Economic Contribution
Social Responsibilities
Green Commitment

Q12022 HIGHLIGHTS

- **EXPRESS-FOCUS** continues to be our number one uncompromised strategy to lead Thailand's express market.
- **VOLUME SOARS BY OVER 46%** thanks to **MARKET LEADERSHIP STRATEGY** and **AGGRESSIVE PRICING APPROACH**. Revenue growth is well-maintained, rising 5% YoY, with number of active users increases by 30% YoY.
- KEX has significantly acquired stronger market presence in the **ECONOMY SEGMENT** by engaging the **RESELLER MODEL** through partnerships with 4PL (fourth-party logistics) agents. Number of service locations boosted by 20% from last quarter, with over 31,000 locations nationwide.
- **IMPROVED EFFICIENCY** and capacity utilisation brought by **PLATFORM UPGRADE** and the **INDUSTRIALISATION OF KEX**. Last-mile operations is undergoing standardisation following the direction of **SUPER LAST MILE** with an objective to access cheap and stable supplies of workforce & vehicles in the long run.
- **CAPACITY EXPANSION** is in progress to accommodate 3 million parcels/day, meanwhile setting up spare operating resources to maintain service excellence during the pandemic with **ZERO DOWNTIME**.

REMARKABLE GROWTH IN VOLUME, REVENUE, USERS & PAYMENT SERVICES

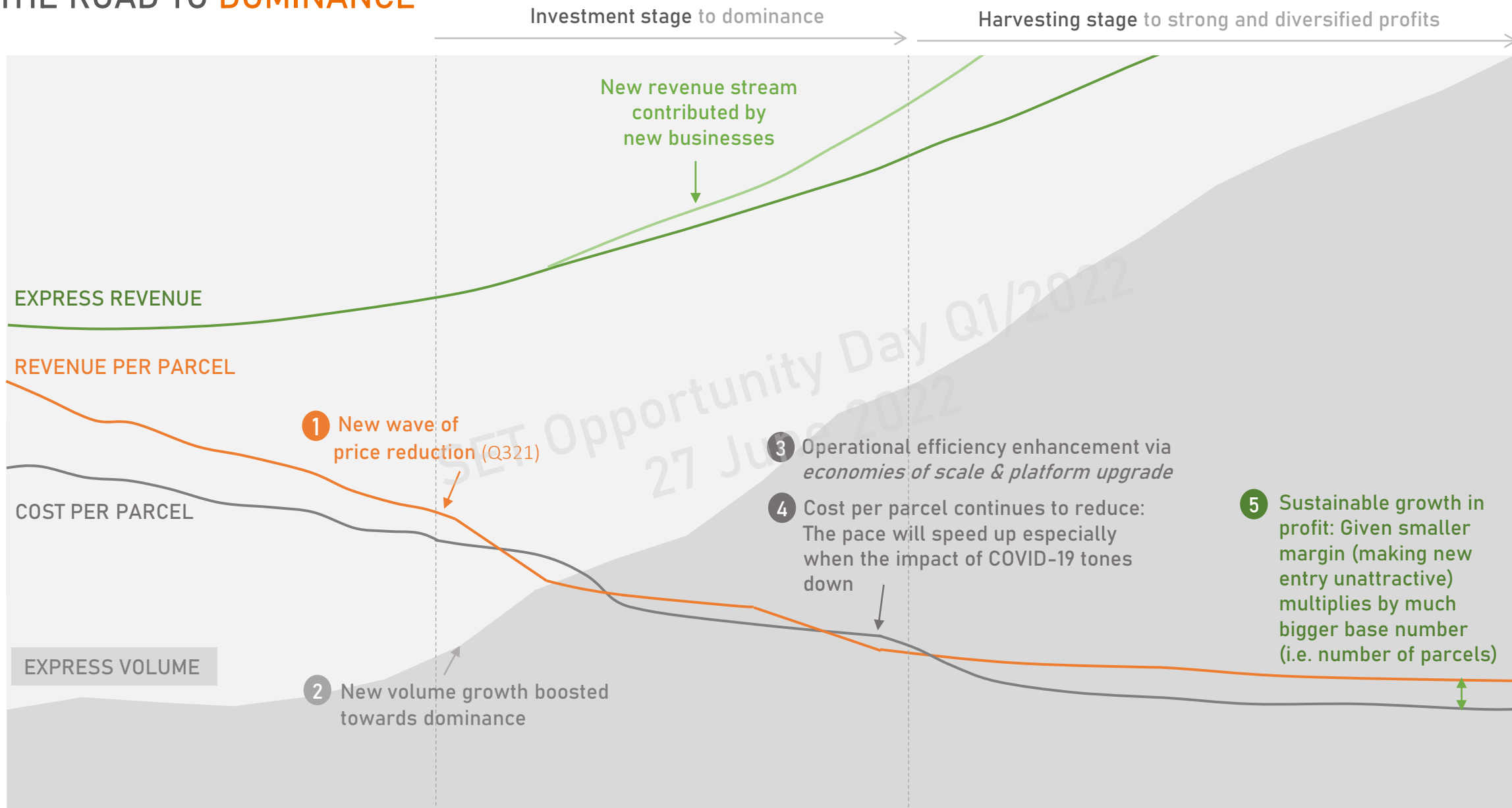
KERRY EXPRESS (THAILAND)

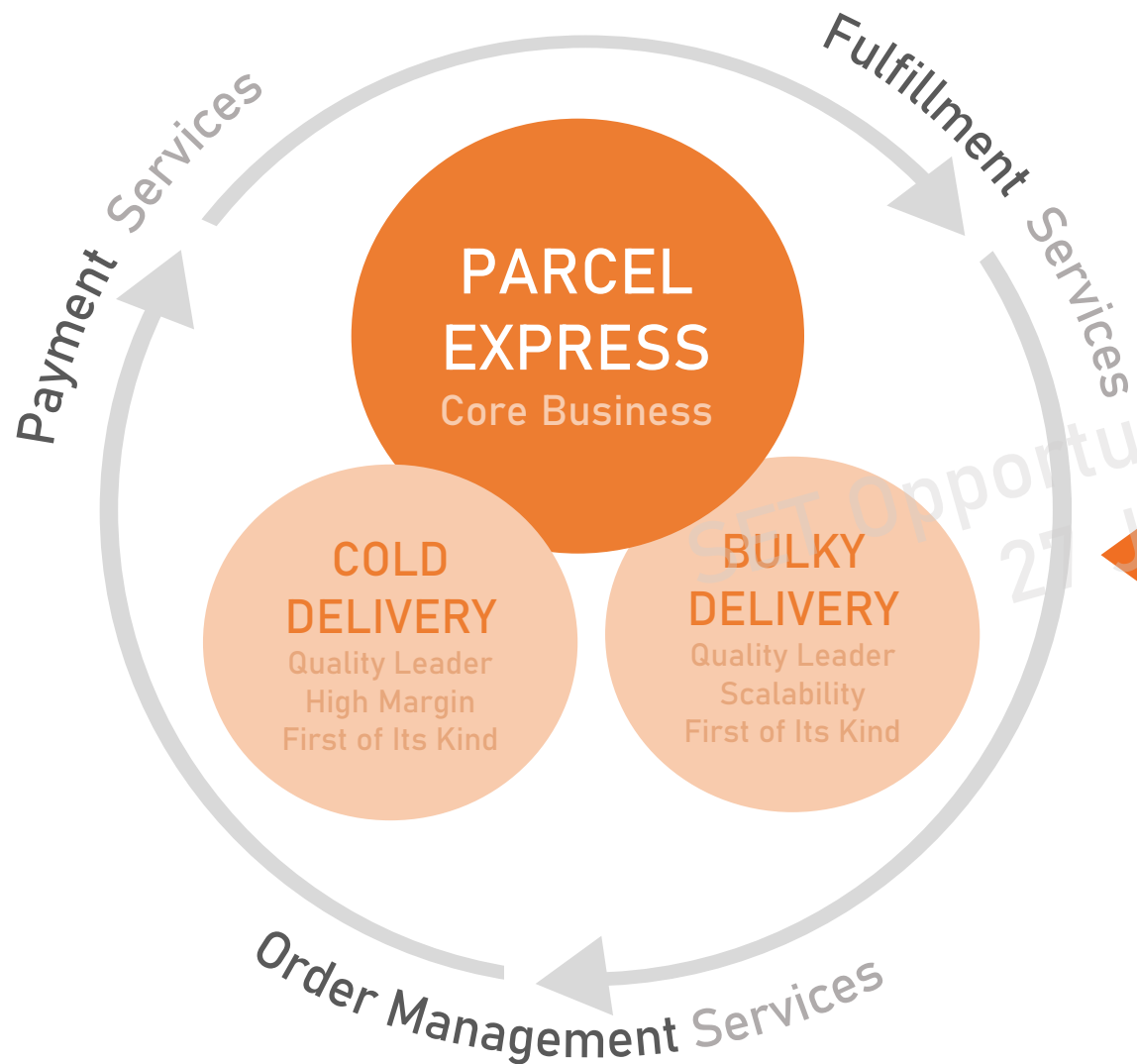


- **AGGRESSIVE PRICING APPROACH** proven successful & volume growth exceeds industry standard. **SMART PRICING SCHEME** is now adopted to further nurture volume growth along with sustainable yield
- **REVENUE GROWTH MAINTAINED** amidst weak consumption, pandemic situation and uncertainties of the global economy
- **CONTINUOUS PENETRATION** into the all segments including social communities, e-commerce & the economy segment
- **ADDITIONAL VALUE-ADDED SERVICES** enhance spending on KEX. Better delivery prices are offered to customers using more value-added services
- One of the biggest merchant handling **A BIG POOL OF E-PAYMENT** in response to changes in consumer behaviour in the new economy

The Road to Dominance

a vision beyond the pandemic

THE ROAD TO **DOMINANCE**

DIVERSIFICATION STRATEGY: **KEX ECOSYSTEMS**

A unique container of new services & tools and to retain user's spare cash inside **KEX ecosystems**

- **Kerry Club loyalty programme**
- **Kerry e-Wallet**
- **Kerry EasyShip**
- **Kerry Engagement**
- Payment methods
- Money lending services
- Insurance services
- Top-up services
- Bill payment services
- eKYC services
- Procurement services

Key Corporate Developments

KEX's New Partnership
National Leadership

NEW PARTNERS

STRONG PARTNERSHIPS
to serve potential demands



Co-offer the Door-to-Door
Instant Pick-up and
Express Pick-up Services



BETAGRO

Cold Platform Delivery
Kerry Cool

CENTRALRETAIL

Less-than-Truckload
Platform Delivery offering
the large items shipment
services

NEW SALES CHANNELS
enhance community penetration



PLUS EXPRESS

SHIPPAP



PAYSPOT
SERVICE



**POINT
EXPRESS**

Approx. 10,000+ locations
nationwide

NEW RETAIL PARTNERS
further enhance coverage & convenience



CALTEX



DYNASTY



บุญรอด



LAWSON

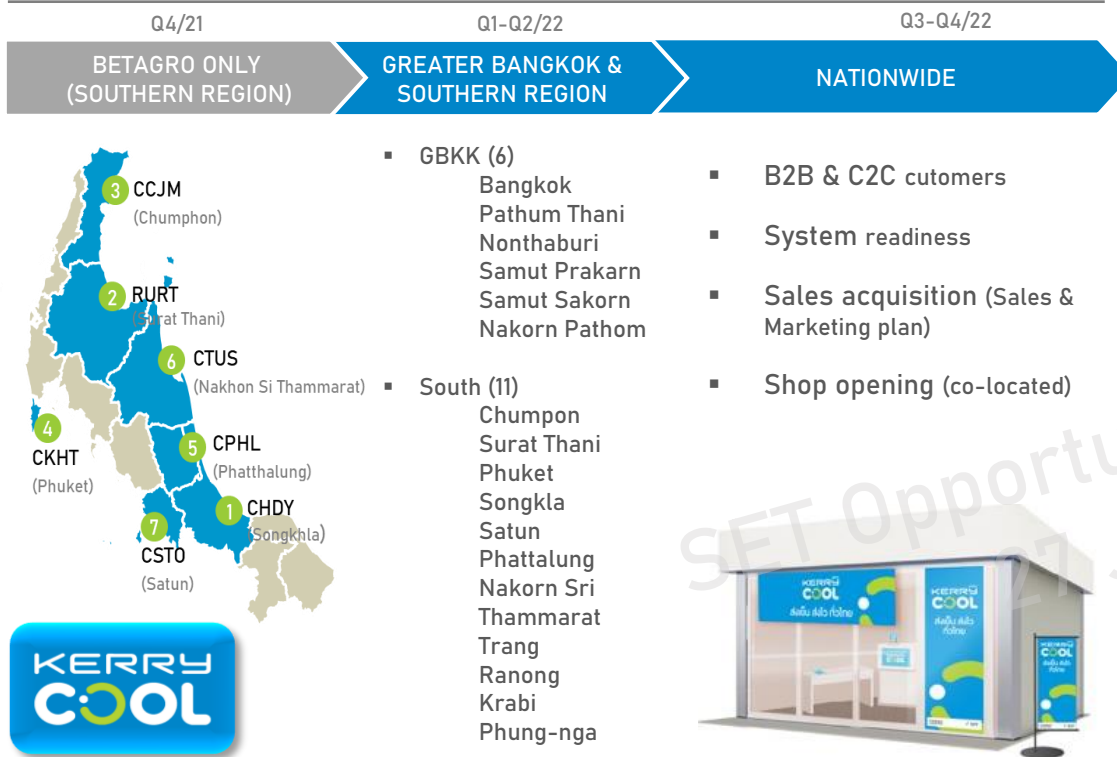
SINGER



KERRY COOL & KERRY XL

Best-in-class platforms driven by technology, service & experience

KERRY COOL COVERAGE EXPANSION UPDATE



KERRY XL BUSINESS MODEL



Less-than-Truckload (LTL)



Platform-Based
Hub-and-Spoke
(scalability)



Economy Model
(Max productivity, Lower cost)



Potential New VAS
(installation, assembly, maintenance)

LESS-THAN-TRUCKLOAD SERVICES



Large shipment (≥30 kg), that cannot be hand carried by one person, sometimes palletised and sometimes co-loaded by stacking

<15%

EST. MARKET SHARE OF
TOP 5 PLAYERS COMBINED

RELATIVELY FRAGMENTED
NO CLEAR MARKET LEADER

23%

EST. SHARE OF TOTAL DOMESTIC LOGISTICS MARKET*
MARKET STILL IN INFANCY

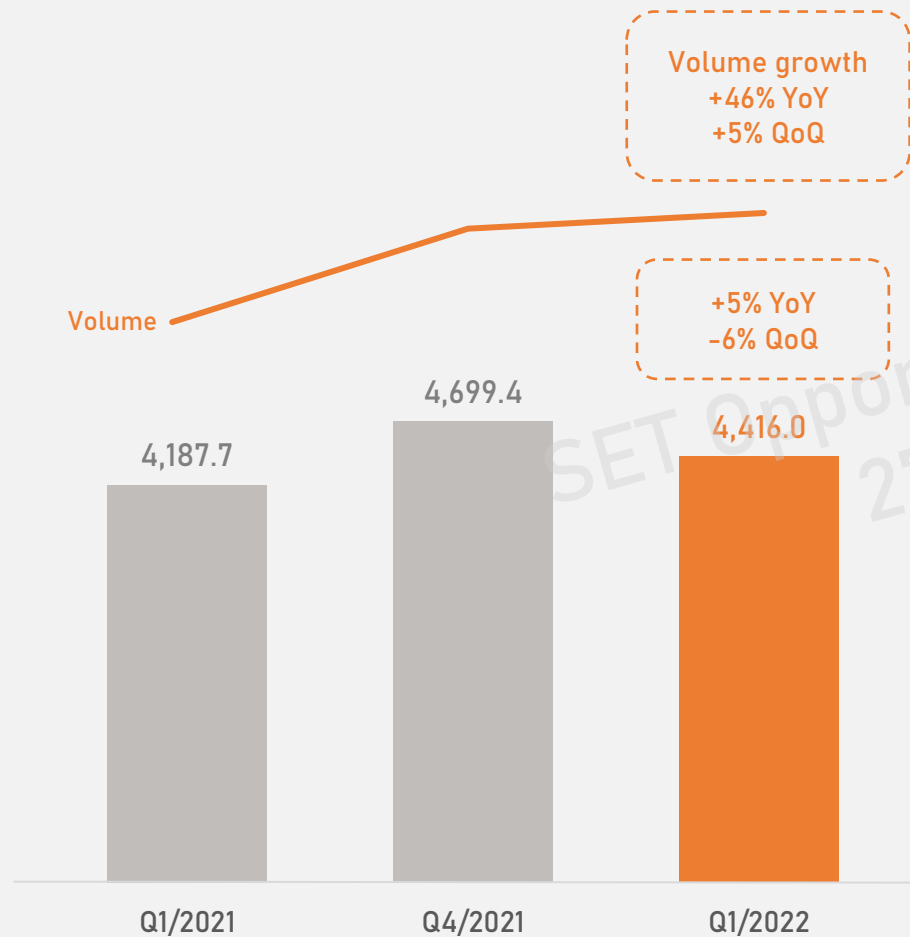
THB 30 Bn

EST. ANNUAL MARKET SIZE*
INDUSTRY IS SIZEABLE

FINANCIAL PERFORMANCE

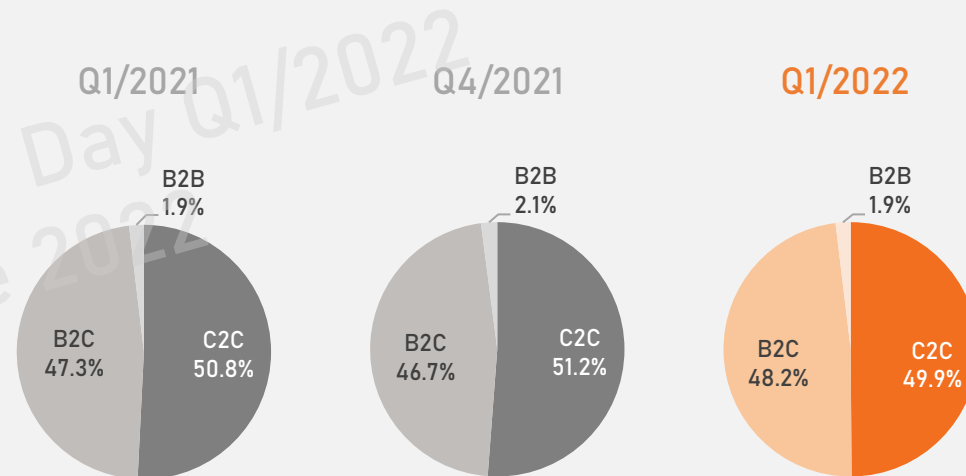
REVENUE AND SEGMENT CONTRIBUTION

Revenue (Sales and Services Income) (THB Million)



Segment Contribution

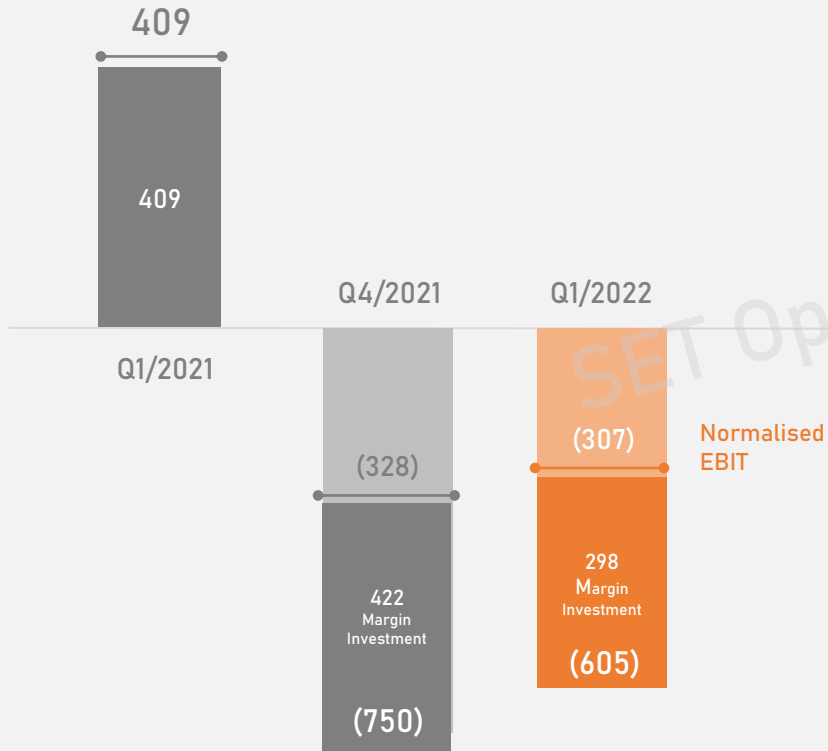
(Excluding Advertising Income)
(THB Million, %)



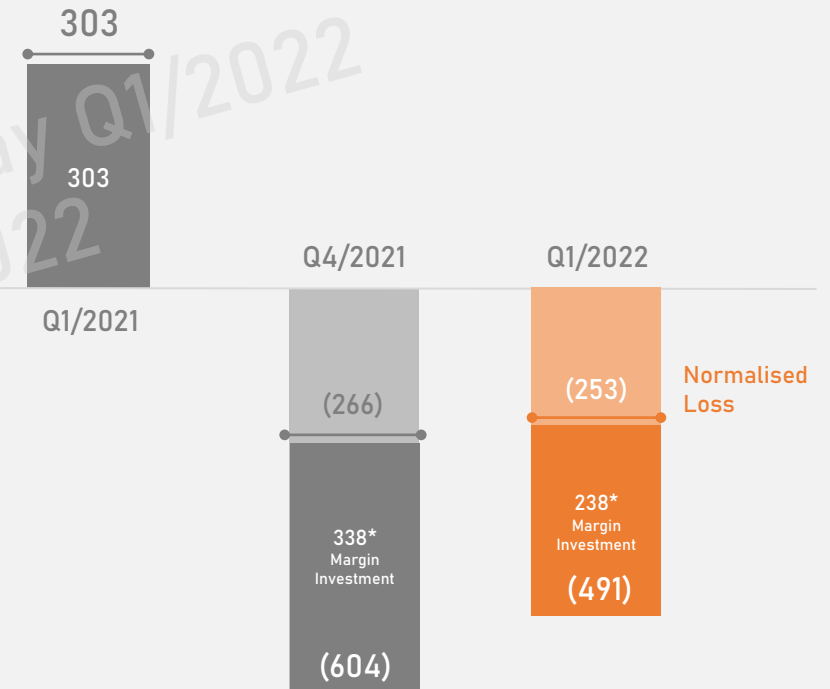
- Volume from all customer segments grew YoY, thanks to the successful penetration into the “economy segment” and new social communities, reflected in MAUs growth of 30% YoY.

Q12022 PROFIT BREAKDOWN

EBIT (THB Million)

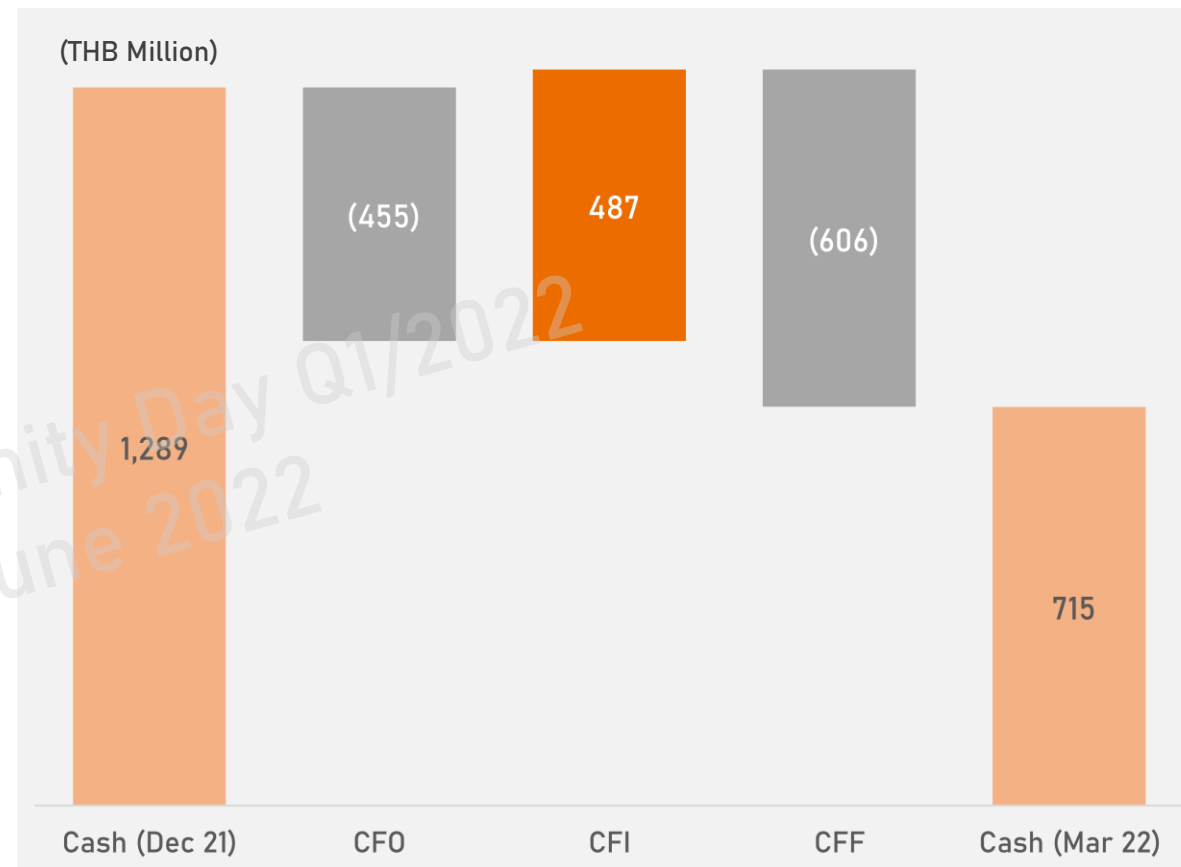
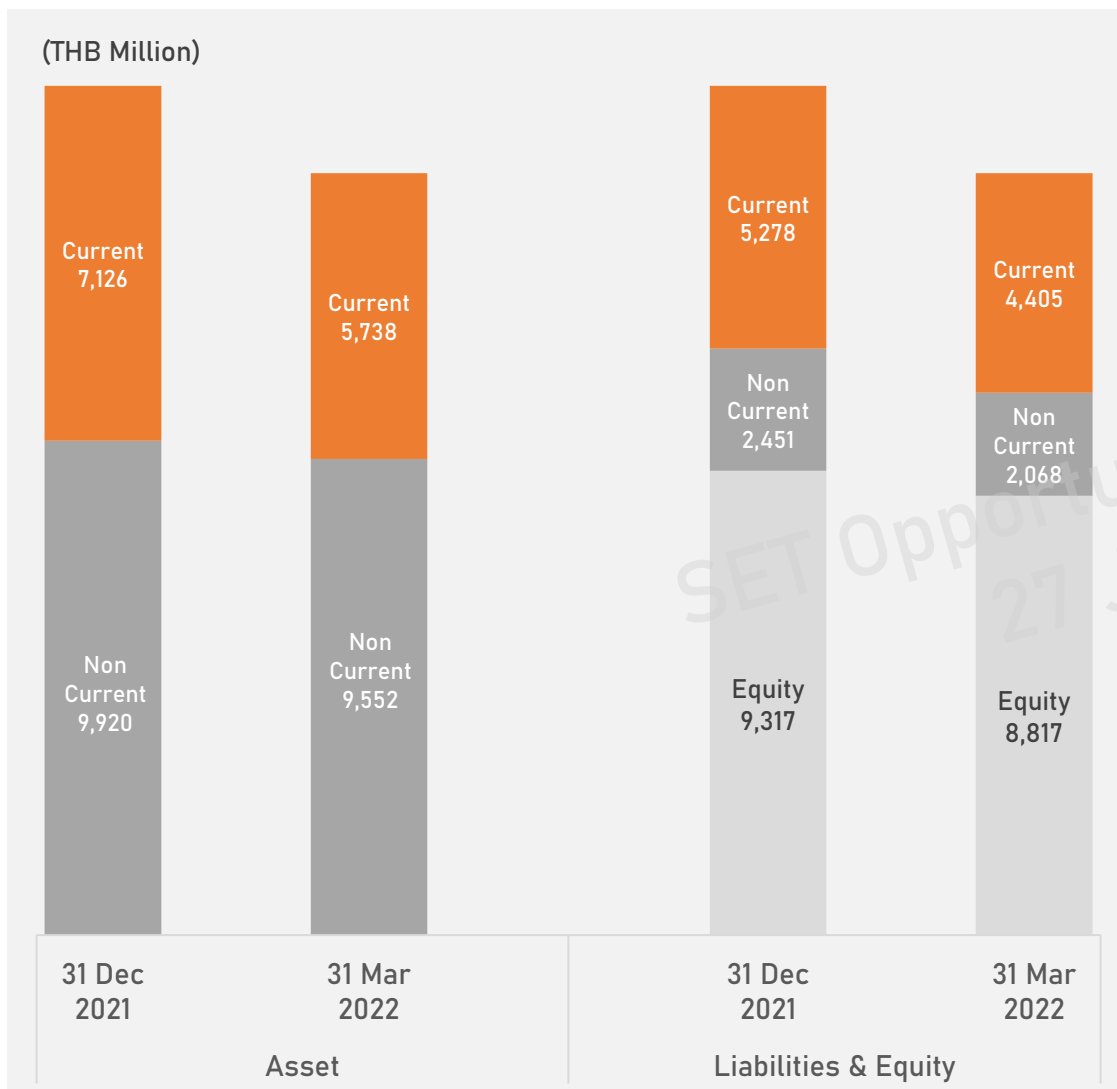


Net Profit attributable to owners of the Company (THB Million)



* After-tax figures

HEALTHY BALANCE SHEET & LIQUIDITY POSITION



CURRENT RATIO

1.30

D/E

0.73

GEARING RATIO

-

OUTLOOK & MANAGEMENT VISION

2022 OUTLOOK

Management
Guidance

- 30%+ VOLUME GROWTH
- SMART PRICING. LOWER PRICE PRESSURE
- DRASTIC UNIT COST REDUCTION (20%+)
- 1H2022 NEGATIVE NPAT
- COVID IMPACT TONES DOWN

Synergistic
PartnershipGRAB
Instant Pick-up
Service4PLs
Reseller ModelKERRY COOL
Cold delivery
platformKERRY XL
LTL delivery
platformKERRY
EXPRESS
EVERYWHERE

FULFILLMENT

KERRY WALLET
Payment, finance
& VAS platform

FINTECH & AI

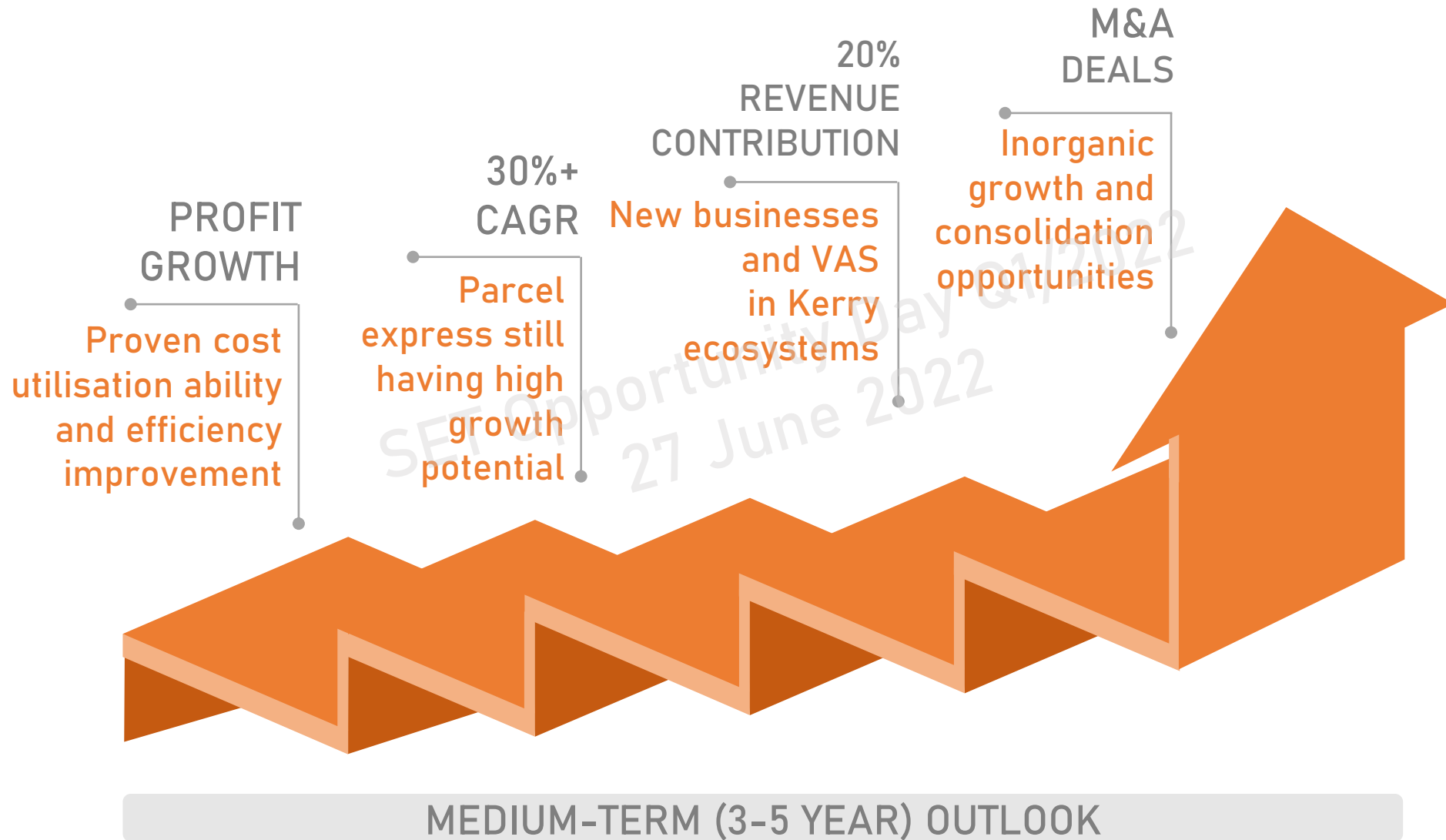
AGGRESSIVE
PRICING
APPROACH
SUPPORTEDSF EXPRESS
Cross-border
e-commerceBTSG
Strategic BridgeSF EXPRESS
Tech
know-how

- Efficiency Enhancement
- Cost Optimisation
- Coverage Expansion

5-10% Revenue Contribution

Market Consolidation Catalyst

THE ROAD TO SUSTAINABLE LEADERSHIP A VISION BEYOND THE PANDEMIC



DISCLAIMER

Investment involves risks. Prospective should understand the characteristics of Securities and study information about Kerry Express (Thailand) Public Company Limited ("KEX" or the "Company") before making a decision to invest in Securities.

This Presentation is not intended to provide the basis for any investment decision, nor to substitute your own analysis and investigation, and should not be considered as a recommendation to any recipient of this Presentation. Some statements made in this presentation are forward-looking statements, which are subject to various risks and uncertainties. These include statements with respect to the Company's corporate plans, strategies and beliefs and other statements that are not historical facts. These statements can be identified by the use of forward-looking terminology such as "may", "will", "expect", "intend", "estimate", "continue", "plan" or other similar words.

The statements are based on the assumptions and beliefs of the Company's management in light of the information currently available to the Company. These assumptions involve risks and uncertainties which may cause the actual results, performances or achievements to be materially different from any future results, performances or achievements expressed or implied by such forward-looking statements. Nothing in this Presentation is, or should be, relied on as promise or representation of the Company as to the future.

THANK YOU

KERRY EXPRESS (THAILAND) PUBLIC COMPANY LIMITED

IR CONTACT

+66 (0) 63 198 1217
ir@kerryexpress.com

APPENDIX

Our Business Segments



C2C

Fastest growing segment of the Company with the largest client pool
Received No.1 Brand Thailand Award in Delivery/Logistics

Service Offerings

Comprehensive service offerings including all of our SD, ND, AM 2D and 3D services
Innovative door-to-door ("D2D") service with courier pickup



Nationwide
Service Points



Call Centre



AI Chatbot



Kerry Express
Loyalty Program



KE App

B2C

Serves the largest e-commerce platforms operating in Thailand

Service Offerings

Integrated logistics and e-commerce solutions: cross-border solutions, particularly customs clearance and last-mile deliveries, e-fulfillment services, express delivery, return management, and payment-on-delivery solutions



Nationwide O2O
Service Points



Call Centre



Dedicated
CRM Team



On-site
Support



Kerry Express
Loyalty Program



AI Chatbot

B2B

We are deep rooted in serving business customers from small to large
enterprises and providing customised & value added services

Service Offerings

Streamlined delivery process with integrated logistics solutions, including pickup, packing, labeling and other value-added services



Dedicated
CRM Team



On-site
Support

Our Service Offerings

