

the RIGHT solution,
the RIGHT partner





Tripleii
LOGISTICS



INDEX

2

Message from Chairman of
the Board of Directors

3

Message from
the Chief Executive Officer

4

Operational results for
the year 2022

5

Awards and
Recognition

8

About this Report

10

Vision, Mission,
Corporate Values

12

Our Business -
Triple i Logistics

26

Sustainable
Development

49

Outstanding Economic
Performance

102

Outstanding Environmental
Performance

114

Outstanding Social
Performance

147

Additional Information

148

Summaries of Sustainability
Performance in 2022

156

GRI Index

161

Opinion Survey Form for
the Sustainability
Report 2022





Message from Chairman of the Board of Directors

Currently, operating a business on a sustainable development basis is a response to the expectations of stakeholders in all sectors involved in the business chain, especially employees, customers, business partners, business allies, shareholders, and communities. Triple i Logistics Public Company Limited (the “Company”) recognizes the importance of operating business on the basis of sustainable development, which must cover all 3 dimensions (namely economy, society, environment) and good corporate governance.

The year 2022 is considered the year of preparation to drive the organization towards sustainable development guidelines that are in line with international standards and the assessment of sustainable business management guidelines by the Stock Exchange of Thailand. The Company has organized a policy review and corporate sustainability strategy development as well as established guidelines for managing sustainability in the short, medium, and long terms according to the context of the significant issues that the Company and stakeholders of the organization give importance to, for example, creating economic value for stakeholders, innovation and process development, supply chain management, customer and product responsibility, greenhouse gases, power management, employee care, human resource development, etc.

On behalf of the Board of Directors, I would like to thank all stakeholders for their great support for the Company. I believe that cooperation from all parties combined with the commitment of the Company to operating a comprehensive logistics business that can grow regionally along with operating a business with social and environmental responsibility shall allow the Company to be able to generate good operating results that will result in continuous business growth and continuous creation of sustainable value for communities and society.

Mr. Krirkrai Jirapaet
Chairman of the Board of Directors
Triple i Logistics Public Company Limited





Message from the Chief Executive Officer

With the determination of Triple i Logistics Public Company Limited (the “Company”) to be Thailand’s leading logistics business group in the Asian region that combines expertise both in depth and in breadth covering all dimensions of logistics and related businesses, including operating business with social responsibility and good environmental management for stakeholders throughout the value chain to deliver success to customers together with business allies, the Company has set concrete guidelines for sustainable development of the organization along with sustainable development goals both qualitatively and quantitatively in line with good corporate governance guidelines to deliver good values to society and communities together.

For the year 2022, the Company has prepared a sustainability report for the first time according to the sustainability standard of the Global Reporting Initiative Standard 2021, an international standard accepted by public companies and stock exchanges around the world. This Sustainability Report discloses management guidelines and performance for the year in terms of materiality issues prioritized by the entire Company and stakeholders. The Company has laid a foundation of knowledge and understanding about sustainable development for employees of the Group so that employees can operate in accordance with sustainable development guidelines from the inside to outside through the economic dimension, social dimension, and environmental dimension. This will be a solid foundation for creating truly sustainable growth.

Mr. Tipp Dalal
Chairman of the Management Committee
and Chief Executive Officers
Triple i Logistics Public Company Limited

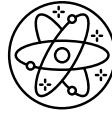


Operational results for the year 2022

Distribution of economic value to stakeholders (including dividends) in the total amount of Baht **896.15** million.



Two innovation projects that promote work processes.



There was no violation of business ethics.



Received a 5-star corporate governance rating under the Corporate Governance Report of Thai Listed Companies (CGR) program.



Certified as member of Thai Private Sector Collective Action Against Corruption (Thai CAC).

There was a systematic risk management system, covering all business units.

Customer satisfaction assessment in the year 2022 was at **88.95 %**



There were neither disputes, judgements, litigation nor complaints related to the Group's environmental, social, and corporate governance issues.

Analysis of suppliers to identify the Group's key suppliers and conducting risk assessment.

This was the first year that greenhouse gas data was collected to support preparation of carbon footprint for organization report.

The average training hours of all employees were **28.35** hours per year.



The average training cost was Baht **2,635.65** per person per year



Solar cells were installed to reduce electricity consumption in the office building.



The awareness of corporate values through annual training was at **78 %**

There were no significant human rights and equality complaints.

There were **11** social and environmental activities that had impact on the society and environment.



There was no occupational fatality.



Investment in development of community and society was in the amount of Baht **1.06** million.





Awards and Recognition

After being in the logistics business for more than 30 years, it has gained experience and become expertise, resulting in Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries (collectively called the “Group”) being one of the leading logistics companies in Thailand. The Company adheres to the principles of administration under the good corporate governance policy. It has continuously grown and been successful with the Group’s proud rewards as follows:

AWARDS AND SUCCESS OF THE COMPANY GROUP DURING 2019 - 2022

No.	Company	Award Name	Details	Period Receiving the Awards.
1.	Triple i Logistics PCL. (TLG)	The Freight Club Lisbon Conference 2020 Winner Best Agent Award	TLG won the “Best Agent Award” from the votes of the Freight Club members (Worldwide Freight Forwarder Agent).	2020
2.	Triple i Logistics PCL. (TLG)	The Listed Company With 5-Star Corporate Governance, “Excellent”	TLG was the listed company that received the rating of “Excellent”, 5-star, on corporate governance from the Thai Institute of Directors (IOD).	2019 – 2022
3.	Triple i Logistics PCL (TLG)	Certificate from Thailand’s Private Sector Collective Action Coalition Against Corruption	TLG was certifying the Company as a member of Thailand’s Private Sector Collective Action Coalition Against Corruption.	2022
4.	Triple i Air Express Co., Ltd. (TAX)	Million Dollar Sales Award	TAX won the “Million Dollar Sales Award” from being one of the top 10 highest freight area sales representatives of China Airlines.	2021
5.	Triple i Air Express Co., Ltd. (TAX)	Best Supporting Agent	TAX won the “Best Supporting Agent” from being one of the top 10 highest freight area sales representatives of Turkish Airlines.	2021
6.	HazChem Logistics Management Co., Ltd. (HLM)	Certificate for Safety, Occupational Health, and Work Environment Management, Platinum Level	HLM was awarded for being an establishment in accordance with the safety, occupational health, and work environment management system standard for 2019, Platinum level, under requirements of the T-OSH Standard 2019 from the Thailand Institute of Occupational Safety And Health (Public Organization) (T-OSH).	2019
7.	HazChem Logistics Management Co., Ltd. (HLM)	Certificate for the Establishment Having the Labors With High Competency and Successfully Trained in the International Trade and Transportation Business Program	HLM was the establishment having the labors with high competency and successfully trained in the international trade and transportation business program by the Department of Skill Development, Ministry of Labor, together with the Thai International Freight Forwarders Association in 2019.	2019
8.	HazChem Logistics Management Co., Ltd. (HLM)	“TIFFA Mark” Certificate, Bronze Level	HLM was certified “TIFFA Mark”, Bronze Level by the Thai International Freight Forwarders Association (TIFFA).	2021
9.	HazChem Logistics Management Co., Ltd. (HLM)	“Supplier Performance Excellence Award 2021” Certificate	HLM was certified as a trade partner company with outstanding and recognized works at the “Excellent” level by Dupont.	2021



Awards and Recognition



Triple i Logistics PCL.
won the “Best Agent Award” from
the votes of the Freight Club members
(Worldwide Freight Forwarder Agent)
in 2022.



Triple i Logistics PCL.
was the listed company that received
the rating of “Excellent”, 5-star,
on corporate governance from
the Thai Institute of Directors (IOD)
since 2019- 2022.



Triple i Logistics PCL.
was certifying the Company as a member
of Thailand’s Private Sector Collective
Action Coalition Against Corruption
in 2022.



Triple i Air Express Co., Ltd. won the “Million Dollar Sales Award” from being one of the top 10 highest freight area sales representatives of China Airlines in 2021.



HazChem Logistics Management Co., Ltd. was the establishment having the labors with high competency and successfully trained in the international trade and transportation business program by the Department of Skill Development, Ministry of Labor, together with the Thai International Freight Forwarders Association in 2019.



Triple i Air Express Co., Ltd. won the “Best Supporting Agent” from being one of the top 10 highest freight area sales representatives of Turkish Airlines in 2021.



HazChem Logistics Management Co., Ltd. was certified “TIFFA Mark”, Bronze Level by the Thai International Freight Forwarders Association (TIFFA) in 2021.



HazChem Logistics Management Co., Ltd. was awarded for being an establishment in accordance with the safety, occupational health, and work environment management system standard for 2019, Platinum level, under requirements of the T-OSH Standard 2019 from T-OSH in 2019.



HazChem Logistics Management Co., Ltd. was certified as a trade partner company with outstanding and recognized works at the “Excellent” level by Dupont in 2021.



About this report

SOURCE OF THE REPORT

Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries and associated companies (collectively, the “Group”) is Thailand’s leading integrated logistics service provider who has been providing services for over 31 years. The Group’s services include domestic and international logistics services, both by air, sea, and inland transport. The Group also provides warehouse and distribution services and related logistics services for general and specialized cargo such as chemicals and dangerous goods. Currently, the Group has a network of partners who provides services covering major cities around the world and has developed new and related businesses with potentials on a regular basis to expand the scope of services covering diverse needs of customers. The provision of each logistics service requires specialized knowledge and experience because of the way of doing business, work processes, networks, alliances, partners, and customers’ needs are unique and different. The Group, therefore, has an organizational structure that focuses on creating a team with expertise in each area to truly cover all aspects of logistics services.

The Group has built a strong business foundation with services in 4 main business units, namely air freight business, sea freight and inland transport business, logistics management business, and chemical and specialty logistics business. The Group has a Business Development Department which is responsible for developing new logistics services and related businesses, including an extension of the existing business provided by the Group and logistics services in online platforms, bringing in information technology to increase opportunities to reach new customer groups and increase efficiency in providing modern and more convenient services.

In addition, the Group considers corporate risk management, managing the organization under the principles of good governance and taking care of the Group’s stakeholders for sustainable business growth. It also promotes research and development of innovation and technology in logistics by cooperating with government agencies and private sectors in importing and export for the Group’s customers who are importers and exporters to be in line with the 3rd Thailand Logistics Development Plan (2017-2021) under the framework of the 20-year National Strategy and the 12th National Economic and Social Development Plan (2017-2021) which aims to enable Thailand to upgrade the national logistics system to become the center of trade, services and investment in the region. The plan consists of 3 main strategies: (1) Supply Chain Enhancement, (2) Development of Infrastructure and Facilities, and (3) Development of Logistics Supporting Factors to increase the country’s competitiveness and to enhance the integration and cooperation among related agencies in driving the logistics strategies to be effective in actions.

This Sustainability Report was prepared for the first time and will be prepared on an annual basis. The report covers operations from the year 2020 to 2022 according to the statements of financial position from January 1 to December 31 of every year to disclose the management process and performance on important economic, social, environmental and governance issues of the Group and all stakeholders in the past year.

This report has been prepared based on issues that are significant to development of the Group’s sustainability. The process is based on the reporting standards of the Global Reporting Initiative Standards (GRI Standards): Core Option, which emphasizes on the context of sustainability, materiality, integrity and stakeholder participation and is in line with the United Nations Sustainable Development Goals (SDGs) and corporate sustainability assessment specified by the Stock Exchange of Thailand.

REPORTING SCOPE ⁽²⁻³⁾

Information on management approach and operating performance under this report covers the operations of all departments of the Company and subsidiaries of which the Company has more than 99% shareholding (collectively, the “Group”) from January 2020 to December 2022.

ASSURANCE OF THE REPORT

The Board of Directors and senior executives of the Company have duties and responsibilities in monitoring, inspecting, giving advice, and approving important information disclosed in this report so that the contents of the report are complete and create shared value for all groups of stakeholders. ⁽²⁻¹⁴⁾

In addition, the Company has invited third-party sustainability experts to provide advice, review contents, and provide confidence in the reporting process to increase the credibility of the report and compliance with GRI reporting standards.

ENHANCING THE REPORTING QUALITY

All groups of stakeholders can express their opinions on this Sustainability Report through a reader survey. The opinions will be analyzed and used in developing and improving the preparation of sustainability reports to effectively respond to the needs of all groups of stakeholders in the future.



Channels for Inquiries

Secretary of the Corporate Governance and Sustainable Development Committee
Triple i Logistics Public Company Limited
628 Triple i Building 3rd Floor, Soi Klab Chom, Nonsee Road, Chongnonsee,
Yannawa, Bangkok 10120
Telephone number: 02-6818700 E-mail: SD@iii-logistics.com

DEFINITIONS

“**Company**” means Triple i Logistics Public Company Limited (TLG).

”**Subsidiary**” means a company in which TLG has more than 99% shareholding.



1. Air freight business

Triple i Asia Cargo Co., Ltd. (TAC)
Triple i Air Express Co., Ltd. (TAX)
Asia Ground Service Co., Ltd. (AGS)



2. Sea freight and inland transport business

Triple i Maritime Agencies Co., Ltd. (TMA)



3. Logistics management business

Triple i SupplyChain Co., Ltd. (TSC)



4. Chemical and specialty logistics business

HazChem Logistics Management Co., Ltd. (HLM)
DG Packaging (Thailand) Co., Ltd. (DGP)

Remark : On 29 November 2022, the Group restructured its general sales agent for airlines business by selling shares in Triple i Asia Cargo Co., Ltd. (TAC) to Asia Network International Co., Ltd. (ANI).

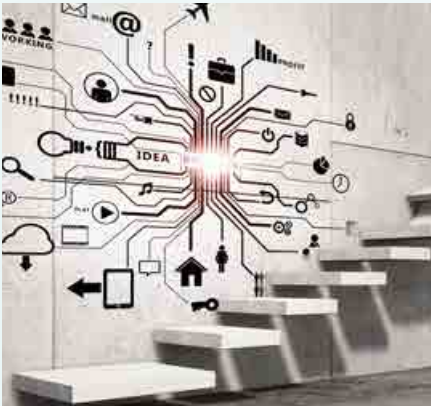


VISION, MISSION, CORPORATE VALUES



VISION

The Leading Thai Logistics Group in Asia through
“Logistics and Beyond”



MISSION

“Integrating values to be “the Right Solution, the Right Partner” for all stakeholders and for sustainable growth”

1. To become Thailand’s leading logistics leader in Asia and be listed on SET100 Index in the year 2024.
2. To deliver superior logistics service value with expertise under international standards.
3. To conduct business with social responsibility, environmental management, and good corporate governance for stakeholders throughout the value chain.
4. To expand the logistics business from the original scope of business in depth and breadth by adding expertise to other logistics businesses, including development of innovation and technology for the management of excellent logistics to support sustainable business growth of customers.
5. To raise the competency and skills of human resources in a safe manner. Ready to create work processes and knowledge of the organization to achieve excellence.





CORPORATE VALUES



INTEGRATION

We believe in the power of synergizing strengths and linking potential within and beyond the organization and business partners to achieve the highest efficiency in business operations and sustainable growth.



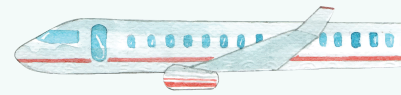
INNOVATION

We encourage creativity and strive to develop innovation in logistics services, including paying attention to self-improvement and observing the value of learning in order to be ready to work and make a remarkable difference for the organization.



INTIMACY

We focus on providing our customers and partners with the best and most appropriate logistics services that arising from our care and understanding of the needs of our customers and partners along with building trust based on responsibility and honesty that will lead to long-term relationships.





Our Business – Triple i Logistics

OUR BUSINESS ^(2-1, 2-2)

Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries and associated companies (collectively, the “Group”) have provided international freight forwarding and integrated logistics services for over 30 years. We started the business by offering international sea freight in 1991 and have continued to expand the business. At present, we are a leading logistics service provider that offers a complete range of services from upstream to downstream, covering international freight forwarding services from air freight, sea freight and inland transport to warehousing and distribution services for general products and products that require expertise in handling such as chemicals and dangerous goods. In addition, the Group has been developing new logistics-related businesses to expand from the original business, increase competitiveness, diversify business risks, and create opportunities to find new sources of income. The Group’s growth path can be briefly summarized as set out below.

- 1996** Triple i Maritime Agencies Co., Ltd. (TMA)
- 1999** ECU Worldwide (Thailand) Co., Ltd. (ECU)
- 2004** HazChem Logistics Management Co., Ltd. (HLM)
- 2007** Triple i Air Express Co., Ltd. (TAX)
- 2008** Triple i Interfreight Co., Ltd. (TIF)
Triple i Asia Cargo Co., Ltd. (TAC)
- 2009** Asia Network International Co., Ltd. (ANI)
- 2010** DG Packaging (Thailand) Co., Ltd. (DGP)
- 2011** CK Line (Thailand) Co., Ltd. (CKT)
- 2012** GSA Asia Cargo Co., Ltd. (GSA-MM)
HazChem Logistics Management Ptr., Ltd. (HLM-SG)
- 2013** Triple i SupplyChain Co., Ltd. (TSC)
GSA Cargo Network (Myanmar) Co., Ltd. (GCN-MM)
Asia Ground Service Co., Ltd. (AGS)
Excel Air Co., Ltd. (ECA-BKK)
- 2014** HazChem TransManagement Co., Ltd. (HTM)
- 2015** Triple i International Pte., Ltd. (TIL)
Cross Border Couriers Co., Ltd. (CBC)



2017

The Company convert into a public limited company.



2018

The Company invest in Packaging Pte., Ltd. (DGPS)





2022

- The Company has restructuring of the shareholding structure in A.T.P. Friend Services Co., Ltd. (SHIPSMILE) changed to shareholding in Sabuy Speed Co., Ltd. (SBS).
- The Company invest in addition in ASIA GSA (M) SDN. BHD. (ASIA GSA (M))



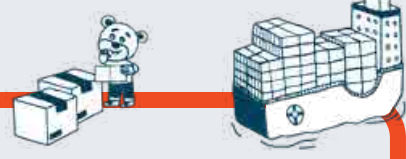
2021

- The Company invest in A.T.P. Friend Services Co., Ltd. (SHIPSMILE)
- The Company invest in Makesend Express Co., Ltd. (MAKESEND)
- The Company invest in ASIAGSA (M) SDN. BHD. (ASIA GSA (M))



2020

- The Company invest in Galaxy Ventures Co., Ltd. (GV)
- The Company invest in addition in SAL Group (Thailand) Co., Ltd. (SAL)



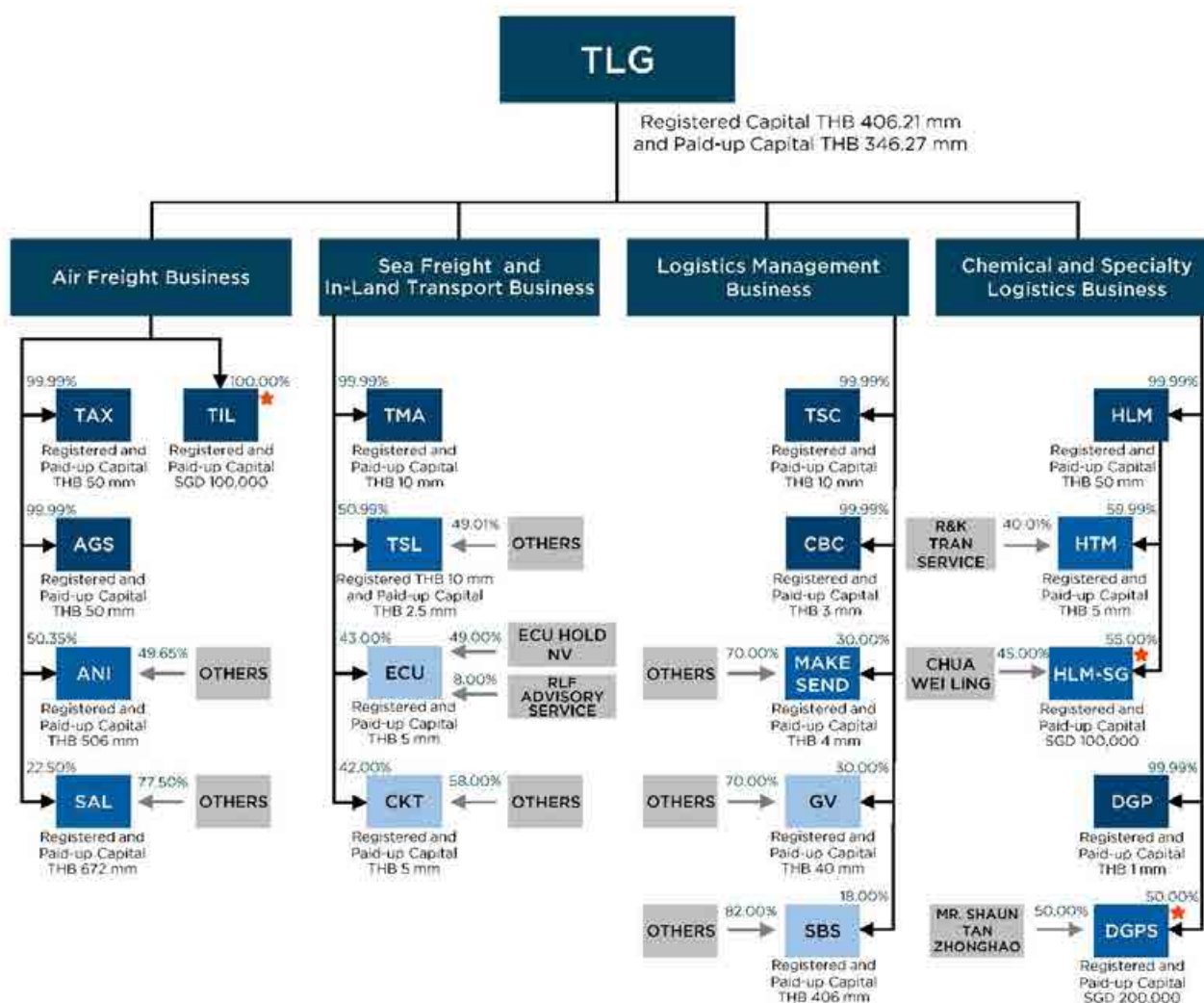
2019

- The Company invest in SAL Group (Thailand) Co., Ltd. (SAL)
- The Company invest in Around Logistics Management Co., Ltd. (ALM)
- The Company invest in Excel Air (Cambodia) Co., Ltd. (ECA-KH)
- The Company increase capital in SAL Group (Thailand) Co., Ltd. (SAL)
- The Company invest in Teleport (Thailand) Co., Ltd. (TLP)



With service quality that meets international standards and use of technology in the work process, the Group offers services that meet diverse and specific needs of customers. We focus on building teams that are flexible and have expertise in each area of services offered by the Group to provide unique and differentiated services, creating the highest level of customer satisfaction. We also continue to develop new services together with our business partners. The Group has established management guidelines through operations of the four main business units and strategic planning and business development together with the Business Development Unit, which is a mechanism that determines the direction of the organization’s business operations to achieve the specified missions. Details of the business structure of the Group are as set out below.

1. BUSINESS AND SHAREHOLDING STRUCTURE OF THE GROUP



Note : Individual and juristic persons jointly invested in iii are business partners only.
None of these persons have personal relationship with director and/or management of the company.

= Subsidiaries
 = Joint Venture
 = Associated
 ★ = Oversea Companies

2. MAIN DRIVING ORGANIZATION

In the year 2022, the Group operates the business through 4 main business units, which are managed by a total of 19 subsidiaries, associated companies, and joint ventures (excluding TLG), having brief details as follows:

Item	Company Name	Type of Business	Registered Capital
1.	Triple i Logistics Public Company Limited (TLG)	Integrated logistics service provider, covering domestic and international freight forwarding services, from air freight, sea freight, inland transport, custom clearance services to supply chain management for general and specialty products such as chemicals and dangerous goods. TLG also makes investment plans for new or logistics-related businesses.	Baht 406,205,126.50

SUBSIDIARIES AND ASSOCIATED COMPANIES UNDER THE 4 MAIN BUSINESS UNITS

1. AIR FREIGHT BUSINESS



- **GENERAL SALES AGENT (GSA) FOR AIRLINES**

The Group acts as an agent for airlines in carrying out the sale of cargo and other operations related to air freight service. The Group currently represents more than 20 leading airlines in the region such as Hong Kong Airlines, Vietnam Airlines, All Nippon Airways and Air Canada.

- **WHOLESALE AIR FREIGHT FORWARDER**

The Group provides wholesale domestic and international air freight forwarding services, customs clearance services for import and export, trucking services for picking up and delivering goods between airports and customers for small international freight forwarders, transshipment and cross-border transportation services, connecting both Air to Air cargo and Truck to Air cargo, from neighboring countries to routes in Europe and the United States. It also provides air mail and postal parcel for Thailand Post Co., Ltd. (Thailand Post) and has expanded its international air freight service to e-Commerce freight forwarders to support the fast growing e-Commerce business.

- **AIR CARGO TERMINAL**

The Group offers general cargo service and international express cargo service at Don Mueang Airport, which is currently authorized by Airports of Thailand Public Company Limited (AOT). The Group is an international cargo service provider with a total service area of more than 6,200 square meters.

- **OTHER RELATED AIR FREIGHT BUSINESS**

The Group has expanded the scope of services to other businesses related to air freight services in the form of joint investment with its partners who are freight forwarders for leading regional airlines to increase competitiveness and create an opportunity to expand the network of freight forwarders in other regions in the future.

In addition, the Group has invested in AOT Ground Aviation Services Co., Ltd. (AOTGA) which provides ground and passenger handling services and airport warehouses. At present, AOTGA provides services at Don Mueang Airport and Phuket International Airport.

Table 1: Summary of business types in air freight business

Item	Company Name	Type of Business	Registered Capital
1.	Triple i Air Express Co., Ltd. (TAX)	Domestic and international air freight forwarding service	Baht 50,000,000
2.	Triple i International Pte. Ltd. (TIL)	General sales agent for airlines	SGD 100,000
3.	Triple i Asia Cargo Co., Ltd. (TAC)	General sales agent for airlines	Baht 35,000,000
4.	Asia Network International Co., Ltd. (ANI)	General sales agent for airlines	Baht 505,813,900
5.	Asia Ground Service Co., Ltd. (AGS)	Airport ground and passenger handling service	Baht 50,000,000
6.	SAL Group (Thailand) Co., Ltd. (SAL)	Airport ground and passenger handling service	Baht 672,200,000

Remark : On 29 November 2022, the Group restructured its general sales agent for airlines business by selling shares in Triple i Asia Cargo Co., Ltd. (TAC) to Asia Network International Co., Ltd. (ANI).

2. SEA FREIGHT AND IN-LAND TRANSPORT BUSINESS



- **SHIPPING LINE AGENCIES**

The Group operates as a sales agent for shipping lines that provides sea freight service in the form of Full Container Load (FCL) service by selling freight to target groups such as to international freight forwarders (3PL), common consolidators, exporters and importers. The Group also provides other services relating to sea freight for shipping lines, including container management and related services such as outsourcing labor for managing containers at the port (Stevedoring) and providing container yard for shipping lines.

At present, the Group acts an agent for CK Line of South Korea. The routes offer sea freight services between North Asian countries and Southeast Asian countries. There are routes available between Thailand and other countries such as Vietnam, China, South Korea, Japan, Hong Kong, Taiwan, and Indonesia. Other related services such as container management service at the port and coordination on bringing ships into the port are also provided for the routes in service.

- **WORLDWIDE LESS THAN CONTAINER LOAD - LCL SERVICE**

The Group provides worldwide less than container load (LCL) service to small international freight forwarders, under the management of ECU Worldwide (Thailand) Company Limited (ECU), a leading service provider at national and global levels. ECU currently offers 70 direct service routes from Thailand to countries around the world, both inbound and outbound, and continuous transport routes through a network of major seaports of ECU which serve as centers for sea distribution to more than 530 destinations, with more than 2,400 direct routes around the world.

- **IN-LAND TRANSPORT**

Inland transport is a supplementary business of shipping line agency business, from providing port to port transport service to multimodal transport service. The business focuses on providing inland transport by container system, which has been expanded to include customs clearance at the port, transport of the container from the port to the destination in the country and neighboring countries as required by the customer (Cross Border Service), and domestic transport service by tractor trucks, offering container transport services for imports and exports and hauling empty containers of shipping lines. Subsequently, the Group has expanded its domestic transport services to B2B transport services by flatbed tractors, 6-wheeler vans, 10-wheeler vans, and other special vehicles as required by customers.

In the year 2022, the Group began to trial domestic rail freight service, a route from Lat Krabang Station to Sa Kosi Narai Station in Ratchaburi Province. In addition, the Company and Sitthi Logistics Laos Company Limited, an expert in international logistics management, especially in rail transport, from the Lao People's Democratic Republic, jointly established TSL Logistics Co., Ltd. (TSL) to develop international rail freight service, which connects rail freight service between China-Laos-Thailand.

Table 2: Summary of business types in sea freight and in-land transport business

Item	Company Name	Type of Business	Registered Capital
1.	Triple i Maritime Agencies Co., Ltd. (TMA)	<ul style="list-style-type: none"> Sales agent for shipping lines Providing multimodal transportation services Providing domestic rail transportation services 	Baht 10,000,000
2.	ECU Worldwide (Thailand) Co., Ltd. (ECU)	Providing international LCL services	Baht 5,000,000
3.	CK Line (Thailand) Co., Ltd. (CKT)	Sales agent for shipping lines	Baht 5,000,000
4.	TSL Logistics Co., Ltd. (TSL)	Providing international rail transportation services	Baht 10,000,000

3. LOGISTICS MANAGEMENT BUSINESS



- INTERNATIONAL LOGISTICS SERVICE**

The Group provides international logistics services, including air freight, sea freight, and cross-border transportation, directly to importers and exporters. The services include customs clearance and acting as an agent in handling documents for importers and exporters, and provision of advice on tax benefits and procedures in applying for the FDA.

- **WAREHOUSE AND DISTRIBUTION, INCLUDING FULFILLMENT SERVICE TO SUPPORT ONLINE BUSINESS, E-COMMERCE, AND SOCIAL COMMERCE**

The Group operates a full range of domestic logistics and distribution services, including receipt of goods from factories, seaports or airports to be delivered or stored in warehouses, warehouse rental services and inventory management services for importers and exporters in a B2B manner. The Group also provides fulfillment and last-mile delivery services to support online business, e-Commerce and social commerce in the forms of B2C and C2C. At present, the Group has warehouses and distribution centers with a total area of 3,296 square meters, located in Bangna-Trad Km.19, which is a high potential area for logistics industry in Thailand.

- **OTHER RELATED LOGISTICS MANAGEMENT**

The Group's plan is to develop its business to create new sources of income and diversify business risks through joint investment in businesses related to logistics management. Countries worldwide imposed lockdown measures during the year 2021 due to the Covid-19 outbreak. As a result, consumers started buying more products through online channels and the Covid-19 has triggered exponential growth in e-Commerce. Therefore, the Group has developed a domestic freight service in the form of Super Express to meet the upcoming demand for transport of goods that focuses on speed. The Group has invested in Makesend Express Co., Ltd. (MAKESEND), which operates same-day delivery services.

In addition, the Group invested in A.T.P. Friend Service Co., Ltd., (SHIPSMILE) which sells franchises to business operators in parcel delivery services who focus on serving e-Commerce and social commerce customers. Subsequently, SHIPSMILE has been restructured and become an entity under Sabuy Speed Co., Ltd. (SBS), which operates as domestic parcel collection points for leading logistics companies such as Orange Express, Thailand Post, NINJA, Lazada express, Shopee Xpress, True e-Logistics and DHL etc. The objective of the restructuring was to create a more diverse and comprehensive scope of services. In the year 2022, SHIPSMILE has more than 18,500 branches nationwide.

Table 3: Summary of business types in logistics management business

Item	Company Name	Type of Business	Registered Capital
1.	Triple i SupplyChain Co., Ltd. (TSC)	Full range of warehousing and domestic distribution services	Baht 10,000,000
2.	Cross Border Couriers Co., Ltd. (CBC)	International express air freight services	Baht 3,000,000
3.	Galaxy Ventures Co., Ltd. (GV)	Holding company for investment in startups related to logistics business	Baht 40,000,000
4.	Makesend Express Co., Ltd. (MAKESEND)	Domestic express freight services	Baht 4,000,000
5.	Sabuy Speed Co., Ltd. (SBS)	Domestic parcel collection points services	Baht 406,097,560

4. CHEMICAL AND SPECIALTY LOGISTICS BUSINESS



- **HAZARDOUS AND DANGEROUS GOODS LOGISTICS INTEGRATOR**

The Group is a leader in providing end-to-end supply chain and dangerous goods and chemicals logistics integrator with a wide range of services as set out below.

- International sea and air freight forwarding services according to international regulations regarding transport of dangerous goods by sea and air
- Dangerous goods and chemicals logistics by tank containers (ISO-Tank Container)
- Customs clearance services and customs broker for import and export
- Warehouse and inventory management services for chemicals and dangerous goods. At present, there is a special warehouse for chemicals and dangerous goods located in the Frasers Logistics Park on Bangna-Trad Road Km. 39, Chachoengsao Province with a total area of 30,000 square meters. The warehouse can support demands for dangerous goods storage, including ambient storage and air-conditioned storage.
- Domestic logistics and distribution
- Training and consultancy services on management of hazardous and dangerous goods

- **DANGEROUS GOODS PACKAGING SOLUTION PROVIDER**

The Group distributes dangerous goods packaging and provides dangerous goods packing services used in air freight in accordance with the principles governing transport of dangerous goods by air of the International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA). The Group has launched the DG-to-GO service to support an urgent loading of dangerous goods on-site, at factory or business premise, to immediately deliver such dangerous goods to the airport.

In the year 2018, the Group invested in DG packaging Pte., Ltd. (DGPS), Singapore which distributes packaging and provides packing services for dangerous goods and chemicals used in international transportation to the chemical industry around the world. Such investment is considered complementary to packaging business and logistics for pharmaceutical industry, vaccines, and clinical specimens. In the year 2022, DGPS has started developing an online distribution channel for dangerous goods packaging to reach more diverse and extensive customer groups. In addition, DGPS is considered an important strategic link in the expansion of packaging business and logistics for pharmaceutical industry, vaccines, and clinical trials.

Table 4: Summary of business types in chemical and specialty logistics business

Item	Company Name	Type of Business	Registered Capital
1.	Hazchem Logistics Management Co., Ltd. (HLM)	Domestic and international logistics management for chemicals and dangerous goods	Baht 50,000,000
2.	DG Packaging (Thailand) Co., Ltd. (DGP)	Distributing packaging and providing packing services for chemicals and dangerous goods	Baht 1,000,000
3.	Hazchem Logistics Management Pte. Ltd. (HLM-SG), Singapore	Integrated logistics services for chemicals and dangerous goods	SGD 100,000
4.	Hazchem Transmanagement Co., Ltd. (HTM)	Domestic inland transport service for chemicals and dangerous goods	Baht 5,000,000
5.	DG Packaging Pte. Ltd. (DGPS), Singapore	Distributing packaging and providing packing services for chemicals and dangerous goods	SGD 200,000

REVENUES FROM BUSINESS OPERATIONS OF THE GROUP

Business Unit	Revenues (Million Baht)					
	2020	% Revenues	2021	% Revenues	2022	% Revenues
1. Air freight business	912.3	54.48%	1,639.9	54.43%	1,428.9	48.84%
2. Sea freight and in-land transport business	48.8	2.91%	106.5	3.53%	115.8	3.96%
3. Logistics management business	176.3	10.53%	485.4	16.11%	629.7	21.53%
4. Chemical and specialty logistics business	523.0	31.23%	766.0	25.42%	737.9	25.22%
5. Other businesses ^{1/}	14.3	0.85%	15.0	0.50%	13.1	0.45%
Total revenues ^{2/}	1,674.7	100.0%	3,012.8	100.0%	2,925.4	100.00%
Total revenues, net of connected transactions	1,607.4		2,939.2		2,788.8	

Remarks : ^{1/} Other management income consists of personnel transportation charges, and rental and service fees of office buildings.

^{2/} Total revenues before deducting connected transactions of the Group.

DETAILS OF HEAD OFFICE AND WAREHOUSES MANAGED BY THE GROUP'S SUBSIDIARIES FOR ITS BUSINESS OPERATIONS



1. HEAD OFFICE

Triple i Logistics Public Company Limited.

628 Triple i Building 3rd Floor, Soi Klab Chom, Nonsee Road, Chongnonsee, Yannawa, Bangkok 10120.

Website: www.iii-logistics.com



2. DON MUEANG AIRPORT INTERNATIONAL CARGO TERMINAL, ASIA GROUND SERVICE CO., LTD. (AGS)

Address : Cargo Terminal 1, 222 Vibhavadi Rangsit Road, Don Mueang Airport, Bangkok 10210.

e-mail : info@asiagroundservice.com

Remarks : • The head office is located at the same location as Triple i Logistics Public Company Limited.
• The warehouse is in Don Mueang International Airport.



3. GENERAL WAREHOUSE IN SAMUT PRAKAN, TRIPLE I SUPPLYCHAIN CO., LTD. (TSC)

Address : 11/22 Moo 9, Bang Chalung, Bang Phli, Samut Prakan 10540.

Website : www.iii-supplychain.com

Remark : The head office is located at the same location as Triple i Logistics Public Company Limited.



4. CHEMICAL AND DANGEROUS GOODS WAREHOUSE IN CHACHEONGSAO PROVINCE, HAZCHEM LOGISTICS MANAGEMENT CO., LTD. (HLM)

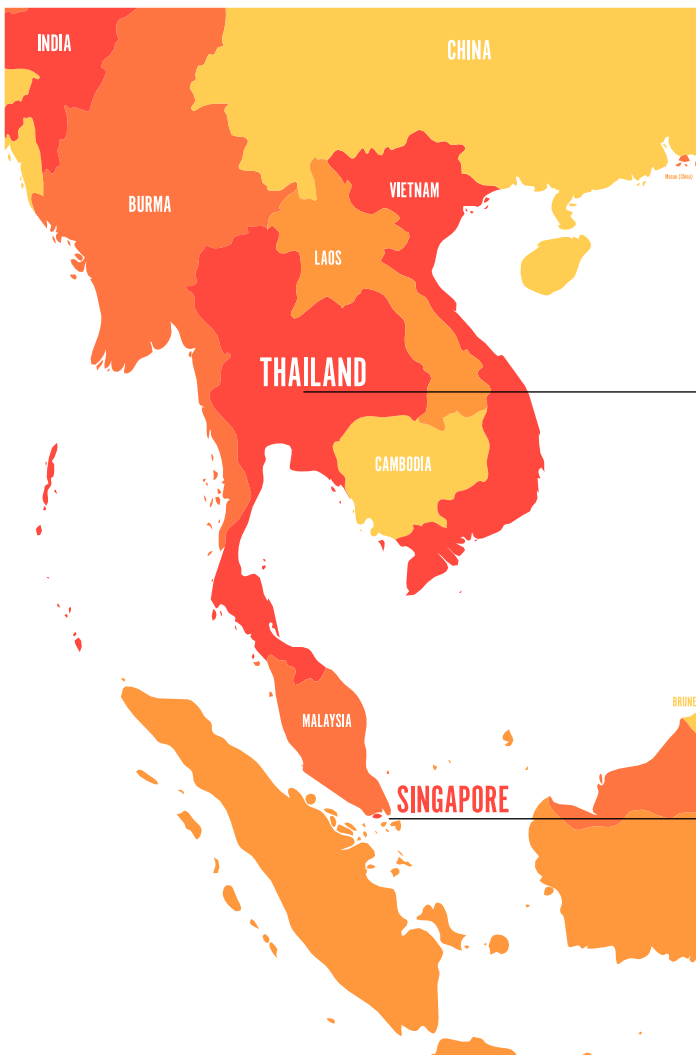
Consisting of Warehouse W1/2, W13, DG2/2, DG2/4-2/5, DG3/1-3/5, DG4/1-4/4, DG5/4 and DG 6/3-6/4

Address : 88/26, 88/53, 88/56, 88/58-59, 88/60-64, 88/68-71, 88/75 and 70/3-5 Moo 5, Bangsamak, Bang Pakong, Chacheongsao.

Website : www.hazchemlogistics.com

Remarks : • The head office is located at the same location as Triple i Logistics Public Company Limited.
• The warehouses are in Frasers Property Logistics Park, Bangna-Trad Road Km. 39.

DOMESTIC AND INTERNATIONAL LOCATIONS OF THE GROUP'S OFFICES



1. Triple i Logistics Public Company Limited (TLG)
2. Triple i Air Express Co., Ltd. (TAX)
3. Asia Network International Co., Ltd. (ANI)
4. Asia Ground Service Co., Ltd. (AGS)
5. SAL Group (Thailand) Co., Ltd. (SAL)
6. Triple i Maritime Agencies Co., Ltd. (TMA)
7. ECU Worldwide (Thailand) Co., Ltd. (ECU)
8. CK Line (Thailand) Co., Ltd. (CKT)
9. TSL Logistics Co., Ltd. (TSL)
10. Triple i SupplyChain Co., Ltd. (TSC)
11. Cross Border Couriers Co., Ltd. (CBC)
12. Galaxy Ventures Co., Ltd. (GV)
13. Makesend Express Co., Ltd. (MAKESEND)
14. Sabuy Speed Co., Ltd. (SBS)
15. HazChem Logistics Management Co., Ltd. (HLM)
16. DG Packaging (Thailand) Co., Ltd. (DGP)
17. HazChem Transmanagement Co., Ltd. (HTM)

1. Triple i International Pte., Ltd. (TIL)
2. HazChem Logistics Management Pte., Ltd. (HLM-SG)
3. DG Packaging Pte., Ltd. (DGPS)

Remark : Additional details about marketing strategies, target groups, industry trend and competition of each business unit can be found at www.iii-logistics.com under the topic "2022 Annual Report (Form 56-1 One Report)."



CHALLENGES AND OPPORTUNITIES

Challenges

The digital transformation brought about by emerging business models, platforms, and innovations. As a result, many logistics entrepreneurs are beginning to be interested in using technology to improve efficiency in transportation and logistics systems to create competitive opportunities by reducing delivery time to support entrepreneurs in bringing their products to market faster.

Changes in international policies with a global goal of reaching carbon neutrality or net zero emissions by 2050 due to the impact of greenhouse gas emissions. As a result, the global temperature rises to the point that the global climate changes and results in the extinction of species.

Cyber threats and cybercriminals in the logistics business have a profound effect on all stakeholders in the business chain, be it importers-exporters, freight forwarders, and warehousing and logistics service providers.

Opportunities

The Company gives importance to businesses related to the logistics business and is ready to adapt to keep up with the changing trends of digital technology. Currently, the Company is in the process of studying business possibilities related to popular technology trends such as:

- Digital Logistics, which is a management system with logistic information for the whole supply chain, and support to plan logistics management faster and more efficiently and accurately.
- Realtime Supply Chain Visibility or providing real-time supply chain visibility. This technology allows real-time activity information to track transportation activities, routes, delivery points or special conditions. This enables entrepreneurs to connect their businesses, anticipate future activities and respond to customer needs as quickly and efficiently as possible.
- Consolidation of Goods, collecting goods from many companies to load goods by land, sea, or air to increase the number of goods delivered in small companies to be able to export goods faster and also help saving costs for transportation and support stabilize logistics processes.
- Data Standardization and Predictive Analytics Platform or platform technology for analyzing risk data and managing data that helps to collect and analyze large-scale logistics data with a platform that can predict situations in advance. This can support a planning of work and a preparing to solve problems in a timely manner when specific conditions occur, such as accidents, fuel consumption, vehicle maintenance, expenses, transportation routes, etc.

Due to the important measures towards becoming a Low Carbon Society and circular economy standards that directly affect the Thai industry and the global value chain, the Company has begun to consider the use of environmentally friendly engines and fuels in the future transport system, such as the use of electric cars or bicycles for short-distance cargo transportation, promoting the use of alternative fuels in the maritime transport area. In addition, it is under consideration to increase the use of sustainable alternative fuels such as liquefied natural gas (LNG), which is classified as the cleanest fossil fuel as currently available.

The Company prioritizes the protection of digital assets from hacking, cyber-attacks and cybercriminals and has therefore made it a priority to develop business related innovations and technologies that enhance operational efficiency. In addition, the Company is ready to invest in preventing cyber threats and computer criminals in the business, especially customer information. Therefore, for cyber security, the Company is in the process of increasing comprehensive security measures as follows:

1. Network Security is the process of protecting a network or network from outside users.
2. Data Security is the protection of corporate data networks and customer data.
3. Application Security is the updating and testing of an application on a regular basis to ensure that it is safe from being attacked by other people.
4. Cloud Security, at present most organizations store their data in the cloud system therefore, we must take care of the security of information comprehensively as well.

MEMBERSHIP ⁽²⁻²⁸⁾

In order to build relationships and cooperation in the transport and logistics industry, Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries (collectively called the “Group”) has joined as a member with various institutions related to the Group’s business operations as follows:

Institutions	
The Thai Chamber of Commerce and Board of Trade of Thailand	TCC
The Federation of Thai Industries	FTI
Thai International Freight Forwarder Association	TIFFA
Thai Private Sector Collective Action Against Corruption, Thai Institute of Directors	CAC-IOD
International Air Transport Association	IATA
Thai Airfreight Forwarders Association	TAFA
Thai Authorized Customs Brokers Association	TACBA
Hazardous Substances Logistics Association	HASLA
Chemical Business Association	CBA
Chemical Industrial Club – The Federation of Thai Industries	CIC
Responsible Care Management Committee of Thailand - Chemical Industrial Club – The Federation of Thai Industries	RCMCT





Sustainable Development

PRACTICES APPLIED BY NATIONAL AND INTERNATIONAL STANDARDS ⁽²⁻⁷⁾

Triple i Logistics Public Company Limited (the “Company”) has applied international practices to develop administration guidelines and performance in sustainable organizational development as follows:

Practices by International Standards	The Company’s Operations
	<p>Triple i publishes a sustainability development report in accordance with the Global Reporting Initiative (GRI) Standards version 2021.</p>
	<p>Triple i supports the Sustainable Development Goals (SDGs) of United Nations by applying it in defining the Company’s long-term strategies and goals.</p>
	<p>Triple i applies the international principles of the United Nations Global Compact or UNGC as a guideline for operating business activities with responsibility, covering 4 important areas namely human rights, labor standards, environmental protection, and anti-corruption.</p>
	<p>Triple i conducts good corporate governance ratings of listed companies in Thailand against international standards.</p>
	<p>Triple i operates its business in accordance with the UN Guiding Principles on Business and Human Rights and the Universal Declaration of Human Rights as part of its human resources policy and human rights policy.</p>
	<p>Triple i is a member of Thailand’s Private Sector Collective Action Coalition Against Corruption or CAC. The Company has established a policy and set up an internal control system in line with the risk of corruption in the business in order to comply with the principles of operating a business with honesty, transparency, and fairness under the framework of ethical principles and good corporate governance guidelines.</p>
	<p>Triple i is certified by various organizational quality standards according to the International Organization for Standardization (ISO) to certify the management system and operations of the organization to be the same standard around the world, leading international principles.</p>

Remark: Triple i means Triple i Logistics Public Company Limited or the “Company”.

SUSTAINABLE DEVELOPMENT GOALS OF TRIPLE I LOGISTICS

DRIVING BUSINESS FOR SUSTAINABILITY

The Group realizes the importance of good corporate governance and one of the Company's important goals is to strive for sustainable development of the organization. Therefore, the Company has established a sustainable development policy in accordance with Environment, Social, and Governance (ESG) as guidelines for business operations. The Group also strengthens its structure and management system to grow and develop into a stable and sustainable organization that covers all aspects including economic, social, and environmental aspects.

In addition, the Company has established sustainability management goals to be consistent with the direction of business operations and corporate strategies and in compliance with the laws and regulations relating to sustainability issues in 3 aspects, namely economic and corporate governance, social, and environmental aspects which are consistent with the Sustainable Development Goals (SDGs) of the United Nations, the guidelines are as follows:

1. The Company gives importance to operations to create a sustainable development process throughout the business chain, as well as promoting and supporting stakeholders throughout the business chain to follow the Company's sustainable development guidelines to create long-term growth of the Group.
2. The Company provides an efficient, transparent, concise management system by prescribing business ethics, anti-corruption policies, and standardized internal control and internal audit processes to create confidence to the Company's stakeholders.
3. The Company conducts its business with fairness, adhering to the law, and trade terms, fair trade competition and does not take any benefits derived from operations that do not comply with laws and regulations.
4. The Company promotes compliance with human rights principles as recognized and protected by the Constitution of the Kingdom of Thailand, taking into account human dignity, civil liberty, equality of persons and non-discrimination against persons of different genders, ages, ages, races, religions, skin colors and beliefs.
5. The Group treats employees with fairness by considering employees as the key factor in creating value and driving the business. The Company shall take care of the working environment, promote a happy workplace (Happy Workplace) and develop new skills and upgrade the competencies and skills of human resources while creating engagement with all stakeholders (People Excellence).
6. The Company gives importance to stakeholders by identifying stakeholder groups, needs in each group and creating a comprehensive response to the needs of all groups of stakeholders, including setting up a channel for receiving opinions, suggestions and complaints from stakeholders.
7. The Company has an assessment to prioritize sustainable development issues by considering the impact on the company and the impact on stakeholders which covers both economic, environmental issues and society that stakeholders are interested in and have expectations based on Global Reporting Initiative (GRI) on an annual basis.
8. The Company develops products and services to upgrade the business to keep up with global changes (Megatrend) continuously and adjust business all the time (Business Resilience) while responding to the expectations of stakeholders, focusing on quality and standardized service to create maximum satisfaction.
9. The Group determines supply chain management to develop potential and efficiency in long-term business cooperation with stakeholders related to the Group's business operations.
10. The Company gives importance to comprehensive risk management in all work processes and determines guidelines for management and continuous monitoring of risk management results in order to increase opportunities and reduce business losses, along with creating corporate values and culture according to good corporate governance principles.
11. The Company will carry out the process of delivering the value of products and services based on the use of resources for maximum benefit (Value Consumption) in environmental management, including reducing emissions of greenhouse gases generated from production processes (GHG Emission), energy conservation in buildings (Energy Management) conservation of water resources (Water Management), waste management at the source according to the 3Rs (Waste Management) and monitoring compliance throughout the business value chain (ESG Compliance), as well as engaging with other sectors of society in organizing activities to maintain and improve the quality of the environment.
12. The Company pays attention to the management of safety, occupational health and working environment of employees and covers stakeholders in the business chain of the Group.
13. The Company promotes participation in caring for communities and society through all sectors to create

strength and sustainability by participating in various activities in education, religion, sports, human resource development, promoting employment and management of various community development projects, etc.

VALUE CHAIN

Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries (referred to as the “Group”) realize the importance of the relationship of stakeholders in activities related to business operations from upstream to downstream. The Group is committed to creating value for products and services to meet the expectations of all stakeholders. The Group has established guidelines for managing the impact on stakeholders in its business value chain (Value Chain) to achieve sustainable development, create balance in dimensions of economy, society and environment throughout the supply chain and bring maximum benefits to all groups of stakeholders as follows:

The Group operates its business by giving importance to the participation of stakeholders as well as managing the sustainability of activities throughout the business value chain, divided into 2 main activities, which are primary activities and support activities. The Group has analyzed the value chain of businesses classified into 6 groups as follows:

1. Triple i Logistics Public Company Limited (Holding Company)

Primary Activities

The main activities in the value chain of the Company’s business consist of 5 main activities that are continuously linked to enable the Company to deliver the value of its products and services to its customers as follows:

1. Inbound logistics

- Selection of business partners or companies related to the logistics business that want to invest or acquire.
- Considering projects that are interested due to the related business or from new demands of existing customers.
- Verification of partner company information background check credibility.
- Preparation of non-disclosure agreements or cooperation agreements.

2. Operations

- Studying business data, analyzing strengths, weaknesses, business opportunities, risks and sources of income.
- Site visits. (if applicable)
- Business audit, nature of business and financial condition. (Financial Performance)
- Preparation of Due Diligence.
- Evaluation of the feasibility of new projects.
- Risk Assessment.

3. Outbound logistics

- Proposal of projects to the investment committee to consider cooperation forms such as joint ventures or acquisitions, etc.
- Negotiations with partners or target companies.
- Agreement and determination of roles and contract terms.
- Preparation of shareholders agreement.

4. Marketing and Sales

- Proposing the project to the Board of Directors (BOD) for approval in the operation or establishment of a new company.

5. Customer services

- Coordinating with relevant agencies in establishing new companies or projects.
- Public relations within the organization and outside the organization.
- Continuously monitoring the performance of new businesses or new projects.
- Development of operating results to meet the goal.

Support Activities

For support activities, the Company will be a unit that supports the work of all core activities, including information technology systems, accounting and finance, procurement, human resource management, corporate governance, risk management and security management during transportation, etc.

2. Air Freight Business

Primary Activities

The main activities in the value chain of the Air freight business consist of 5 main activities that are continuously linked to enable the Air freight business to deliver the value of its products and services to its customers as follows:

1. Inbound logistics

- Procurement of rental space for activities within the airport.
- Application for permission to establish and improve warehouse service areas.
- Applying for permission to be a Regulated Agent.
- Procurement of airlines for requesting to be an agent in the sale of cargo / supply of cargo.
- Apply for permission to be an agent to carry out import formalities. Export with the Customs Department.
- Procurement of information technology systems.

2. Operations

- Goods management.
- Security checks.
- Procurement of cargo space with airlines.
- Preparation and examination of relevant documents.
- Inspection of goods / receiving-delivering from customers.
- Coordination with airlines / suppliers.

3. Outbound logistics

- Cargo placement on aircraft.
- Submission of information to the customs system.
- Delivery of goods to the destination on time and with quality service.

4. Marketing and Sales

- Preparation of a database of existing and new customers.
- Planning to find new customers and follow up.
- Responding to the needs of the service from customers.
- Inspection of service capability.
- Appropriate pricing for service fees.
- Providing accurate and complete information about the provision of services.
- Customer relationship management.

5. Customer services

- Sales management with customers.
- Stakeholder Management.
- Listening to opinions or suggestions about the service.
- Customer relationship management after sales.
- Annual customer satisfaction assessment to improve service.

Support Activities

As for the supporting activities of the Group, it is a unit that supports the work of all core activities, including information technology systems, accounting and finance, procurement, human resource management, good corporate governance, risk management and safety management during transportation, etc.

3. Sea Freight Business

Primary Activities

The main activities in the value chain of the Sea Freight Business consist of 5 main activities that are continuously linked to enable the Sea Freight Business to deliver the value of its products and services to its customers as follows:

1. Marketing and Sales

- Preparation of a database of existing and new customers.
- Planning to find new customers and follow up.
- Responding to the needs of the service from customers.
- Inspection of service capability.

- Appropriate pricing for service fees.
 - Providing accurate and complete information about the provision of services.
 - Customer relationship management.
- 2. Inbound logistics**
 - Business development.
 - Procurement of suitable transport service providers.
 - Preparation of documents.
 - Procurement of freight and other service charges.
 - Procurement of containers and space.
 - 3. Operations**
 - Booking management from customers to coordinate with relevant departments.
 - Container & vessel operation management.
 - Correct and fast management of official documents.
 - 4. Outbound logistics**
 - Management of space and placement on board.
 - Shipment management to be punctual.
 - Preparation and coordination with the port of origin and destination.
 - 5. Customer services**
 - Satisfaction monitoring after service provision and follow-up work for the next booking.
 - Tracking transit time and orderliness during transportation.
 - Tracking and solving problems arising during transportation (if any).
 - Annual satisfaction assessment to improve the service.

Support Activities

As for the supporting activities of the Group, it is a unit that supports the work of all core activities, including information technology systems, accounting and finance, procurement, human resource management, good corporate governance, risk management and safety management during transportation, etc.

4. Inland Transport Business

Primary Activities

The main activities in the value chain of the Inland Transport Business consist of 5 main activities that are continuously linked to enable the Inland Transport Business to deliver the value of its products and services to its customers as follows:

- 1. Marketing and Sales**
 - Preparation of a database of customers.
 - Appropriate pricing for goods and service fees.
 - Providing information regarding the services.
 - Customer relationship management.
- 2. Inbound logistics**
 - Business development
 - Procurement of suitable transport service providers.
 - Preparation of documents and other charges.
 - Preparation of the quantity of transportation vehicles to meet the needs of customers.
 - Optimal manpower planning.
- 3. Operations**
 - Arrangement of vehicles and drivers according to daily transportation plans.
 - Notification of transportation information to customers.
 - Supervision of drivers.
 - Notification of emergency or accident during transportation.
 - Periodic inspection of vehicle condition.

- Collection of relevant documents for use in collecting expenses.
- 4. Outbound logistics**
 - Daily vehicle condition inspection.
 - Performance monitoring of drivers on a daily basis.
 - GPS monitoring to track driver's driving behavior.
 - Delivery of quality products and services on time.
 - 5. Customer services**
 - Listening to opinions or suggestions about the service.
 - Management of trading volume with customers.
 - Coordinating with customers in delivering products.
 - Product Insurance and satisfaction.

Support Activities

As for the supporting activities of the Group, it is a unit that supports the work of all core activities, including information technology systems, accounting and finance, procurement, human resource management, good corporate governance, risk management and safety management during transportation, etc.

5. Logistics Management Business

Primary Activities

The main activities in the value chain of the Logistics Management Business consist of 5 main activities that are continuously linked to enable the Logistics Management Business to deliver the value of its products and services to its customers as follows:

- 1. Marketing and Sales**
 - Preparation of a database of existing and new customers.
 - Planning to find new customers and follow up.
 - Responding to the needs of the service from customers.
 - Inspection of service capability.
 - Appropriate pricing for service fees.
 - Providing accurate and complete information regarding the provision of services.
 - Customer relationship management.
- 2. Inbound logistics**
 - Business Development.
 - Procurement of international transportation service providers suitable for customer needs.
 - Manage booking of customers to coordinate with relevant departments.
 - Preparation of documents and other service charges.
 - Preparing the quantity of transportation vehicles to meet the needs of customers.
 - Optimal manpower planning.
- 3. Operations**
 - Coordination with various service providers that the Company chooses to provide services to customers.
 - Preparation of various documents related to international freight handling services and related services for customers.
 - Coordination between the warehouse and customers in receiving/storage/delivery of goods.
 - Supervision of drivers.
 - Notification of emergency or accident during transportation.
 - Periodic inspection of vehicle condition.
 - Collection of relevant documents for use in collecting expenses.
- 4. Outbound Logistics**
 - Daily vehicle condition inspection.
 - Performance monitoring of drivers on a daily basis.
 - GPS monitoring to track driver's driving behavior.
 - Delivery of quality products and services on time.

5. Customer services

- Management of trading volume with customers.
- Stakeholder Management.
- Listening to opinions or suggestions about the service.
- Customer relationship management after sales.
- Annual customer satisfaction assessment to improve service.

Support Activities

As for the supporting activities of the Group, it is a unit that supports the work of all core activities, including information technology systems, accounting and finance, procurement, human resource management, good corporate governance, risk management and safety management during transportation, etc.

6. Chemical and Specialty Logistics Business

Primary activities

The main activities in the value chain of the Chemical and Specialty Logistics Business consist of 5 main activities that are continuously linked to enable the Chemical and Specialty Logistics Business to deliver the value of its products and services to its customers as follows:

1. Marketing and Sales

- Preparation of a database of existing and new customers.
- Planning to find new customers and follow up.
- Responding to the needs of the service from customers.
- Inspection of service capability.
- Appropriate pricing for service fees.
- Providing accurate and complete information regarding the provision of services.
- Customer relationship management.
- Entering into agreements with customers.

2. Inbound logistics

- Business Development
- Procurement of transportation service providers suitable for customer needs.
- Preparation of documents and other service charges.
- Preparation of the quantity of transportation vehicles to meet the needs of customers.
- Optimal manpower planning.

3. Operations

- Providing services in accordance with relevant regulations/laws.
- Coordination between service providers and customers regarding international and domestic shipments.
- Coordination between the warehouse and customers in receiving, storing and delivering goods.
- Application for a license to possess/storage chemicals.
- Providing services according to customer needs.

4. Outbound logistics

- Delivery of goods and services with quality and on time.
- Warehouse management.

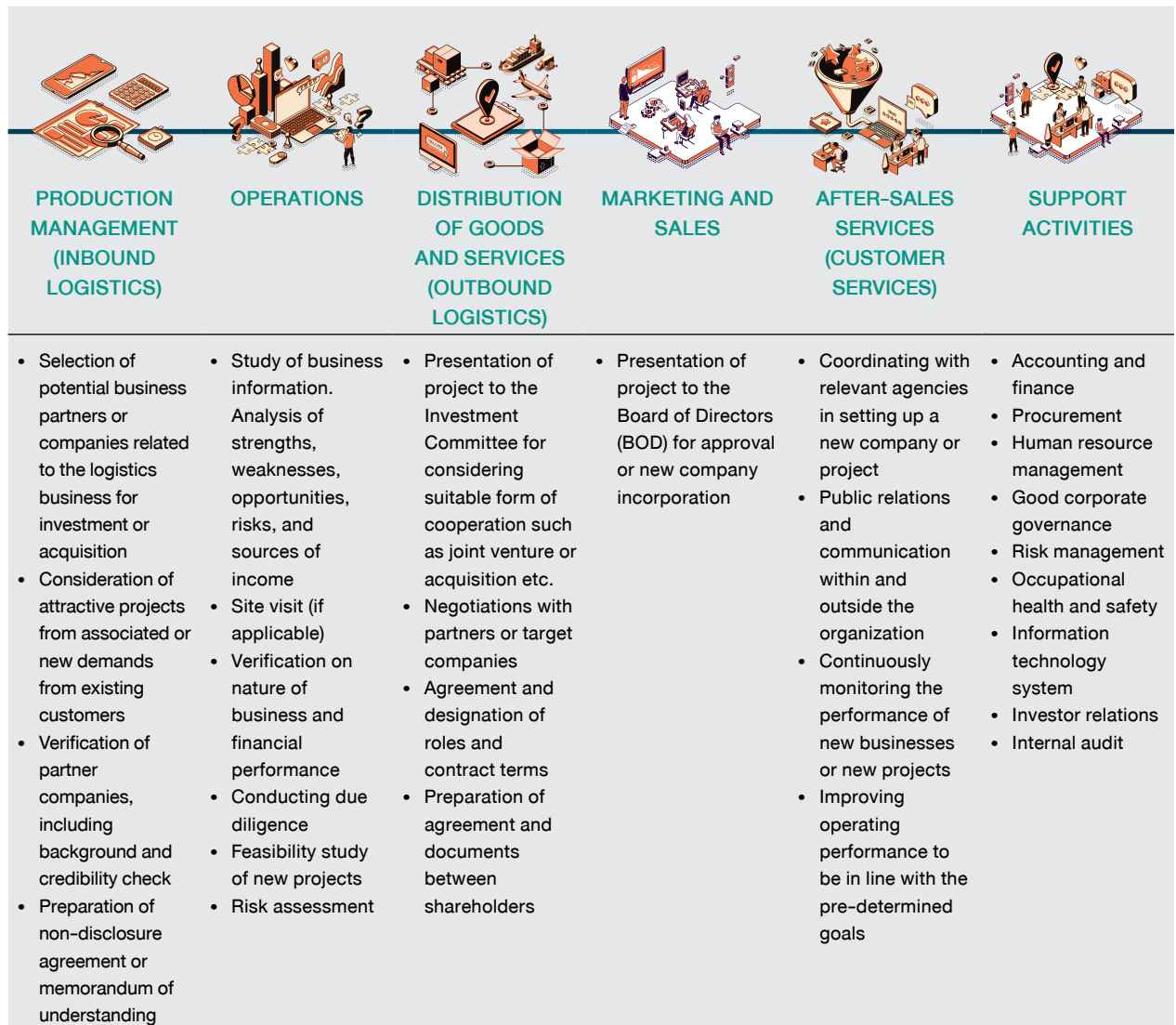
5. Customer services

- Management of sale volume with customers.
- Stakeholders management.
- Listen to opinions or suggestions about the service.
- Customer relationship management after sales.
- Annual customer satisfaction assessment to improve service.

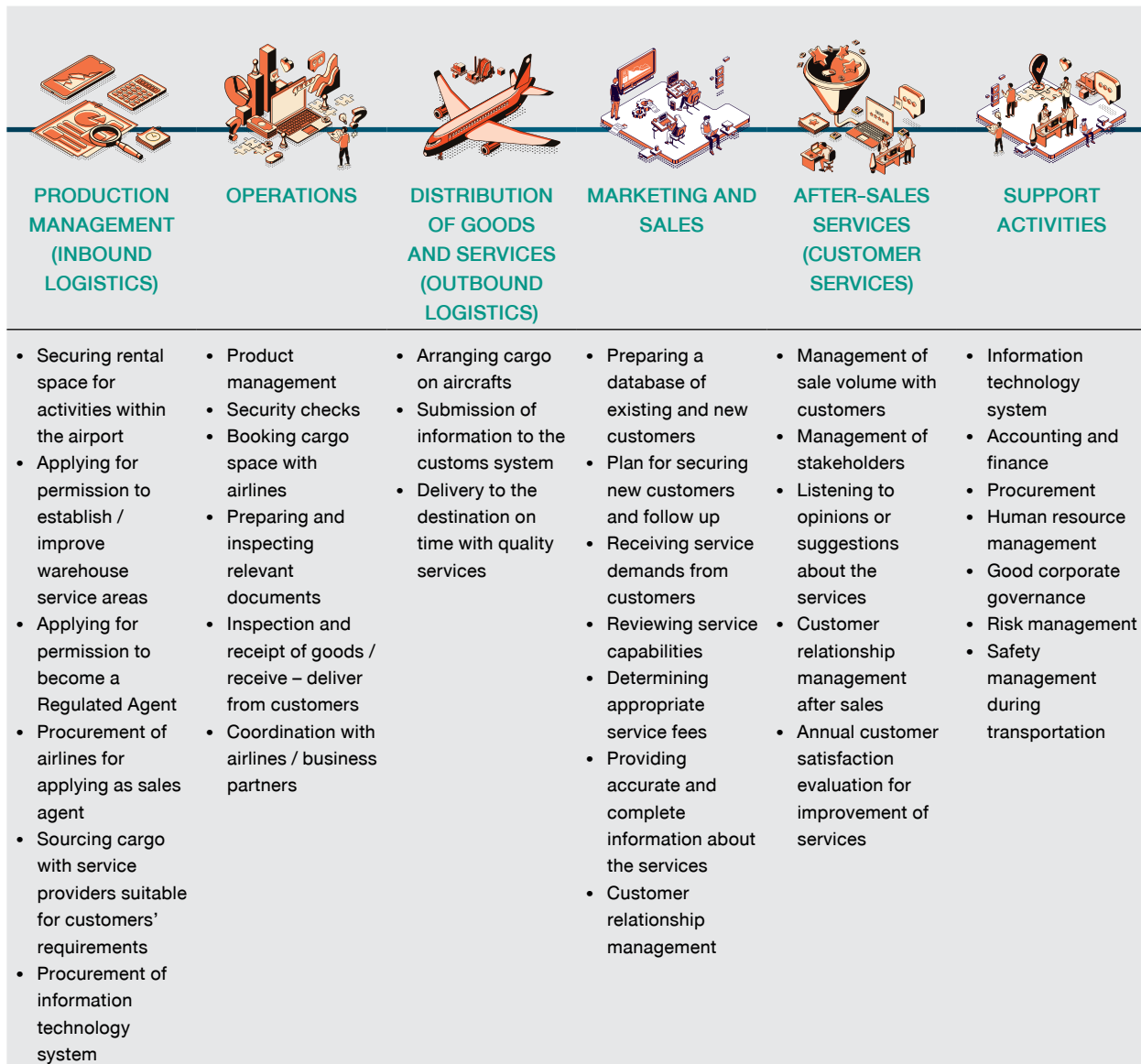
Support Activities

As for the supporting activities of the Group, it is a unit that supports the work of all major activities, including accounting and finance, procurement, human resource management, corporate governance, risk management, occupational health and safety, information technology systems, service quality management systems, good hygiene practices, management meetings and internal quality audits.

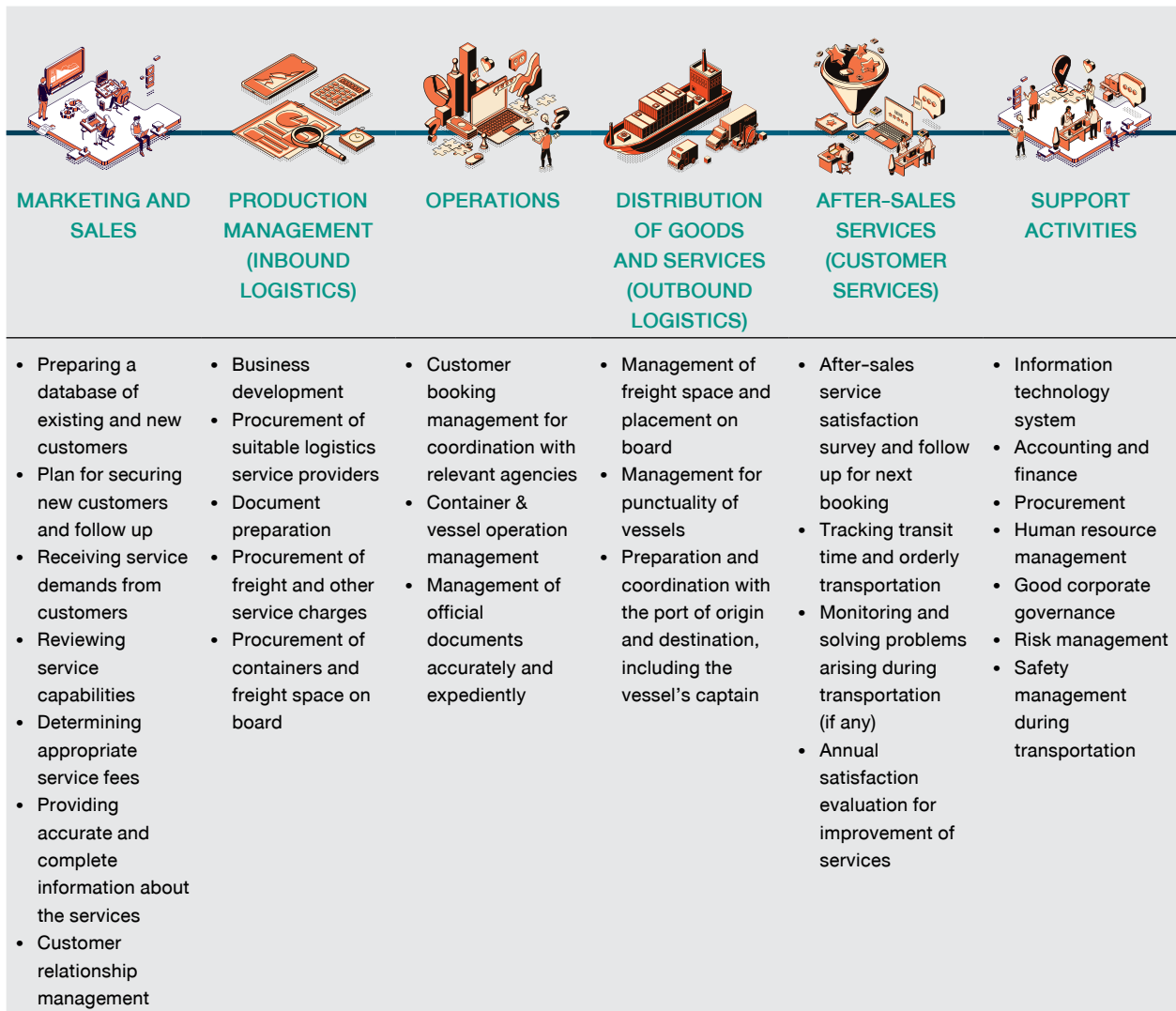
1. VALUE CHAIN OF TRIPLE I LOGISTICS PUBLIC COMPANY LIMITED (HOLDING COMPANY)



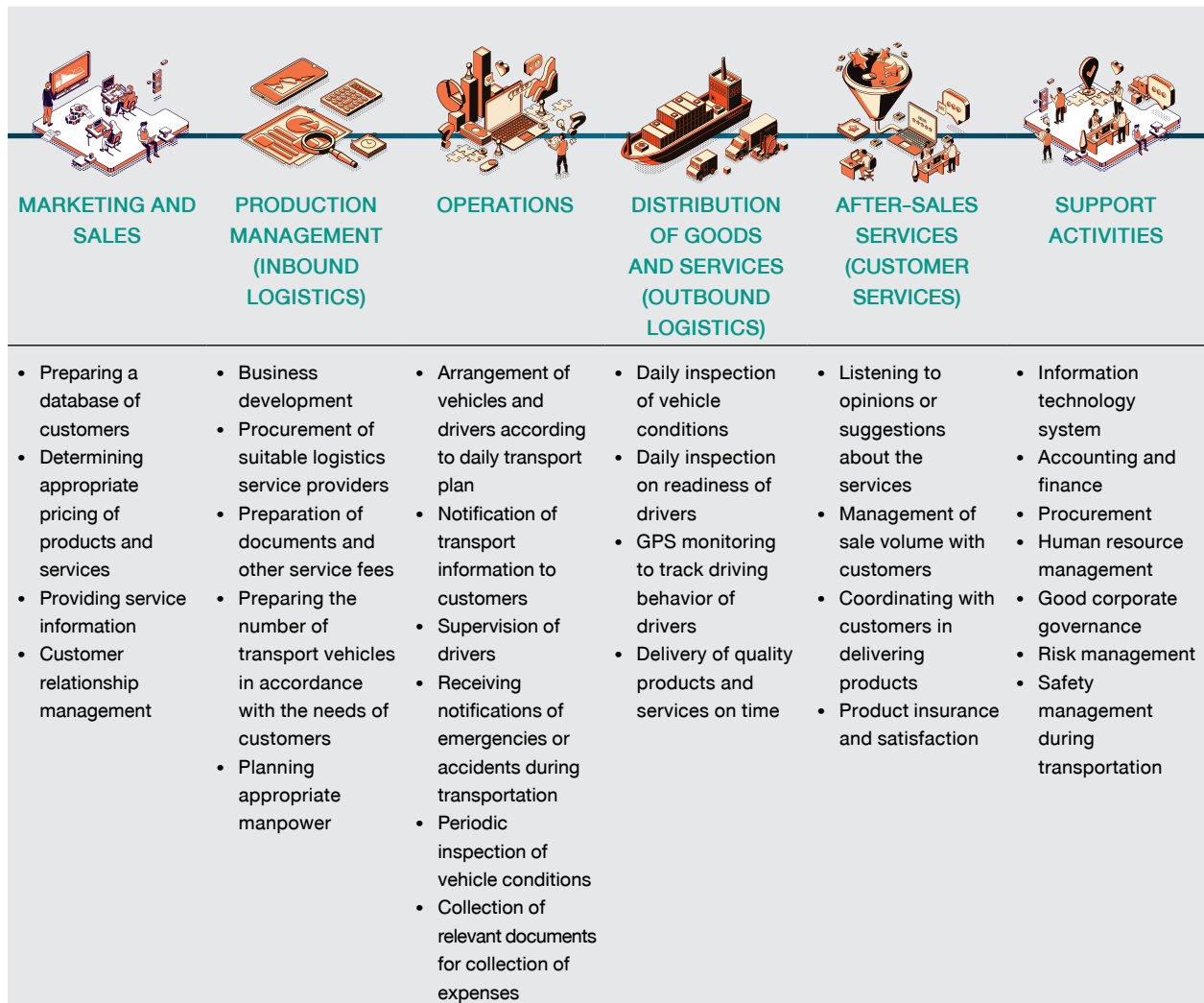
2. VALUE CHAIN OF AIR FREIGHT BUSINESS



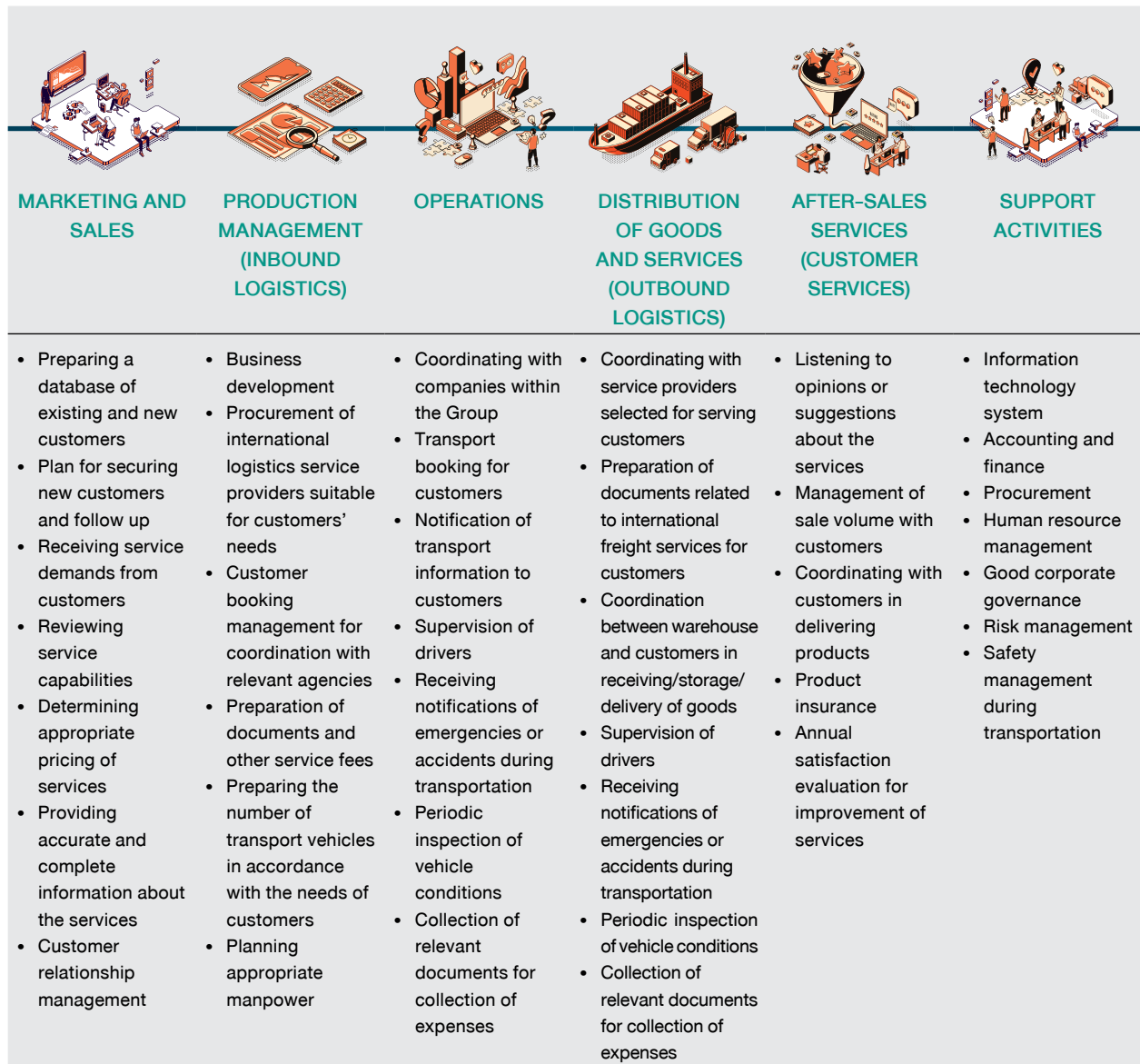
3. VALUE CHAIN OF SEA FREIGHT BUSINESS



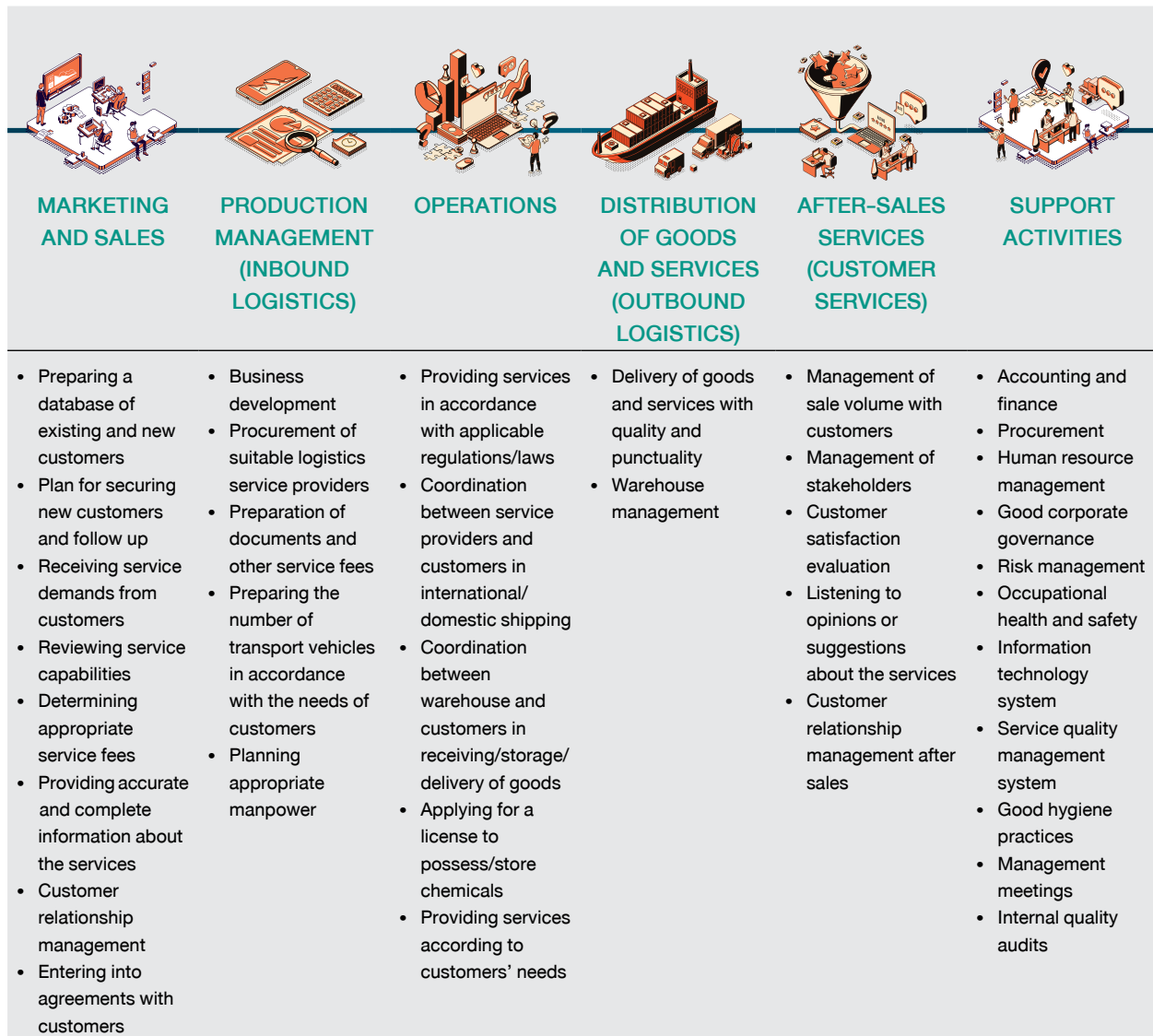
4. VALUE CHAIN OF INLAND TRANSPORT BUSINESS



5. VALUE CHAIN OF LOGISTICS MANAGEMENT BUSINESS



6. VALUE CHAIN OF CHEMICAL AND SPECIALTY LOGISTICS BUSINESS



SUSTAINABILITY MANAGEMENT GOALS

The Company applies the concept of sustainable organizational development as the core of its operations and integrates operational plans to create a linkage in order to create balance in dimensions of economy, society and environment throughout the business value chain (Value Chain) to achieve sustainable development that will bring maximum benefits to all groups of stakeholders. The Group has a strategy for sustainable organizational development in order to create mutual value in the business value chain, along with a strategy for developing competitiveness in the business. in three areas: environmental development, social development, and economic development and governance. Therefore, in year 2022, the Company has prepared a sustainable development framework for the organization to drive with the goal by the year 2027 with 3 strategic frameworks as follows:

1. **Economic Strategy** is the development and upgrade of the Group's business to keep up with global changes (Mega Trend) continuously and cope with business changes (Business Resilience), consisting of important development issues as follows:
 - Creating business opportunities for sustainable growth and adjusting business strategies in line with mega-trends (Business Development and Resilience).
 - Innovation and Process Development
 - Building confidence and satisfaction in delivering the value of products and services to customers (Customer and Product Stewardship).
 - Supply chain management as well as the development of potential and efficiency in business operations together in the long term (Supply Chain Management).
 - Enterprise Risk Management
 - Creation of values and culture of the organization according to the principles of good corporate governance (Corporate Governance).
2. **Environmental Strategy** is the process of the Group in delivering the value of products and services on the basis of maximizing the use of resources (Value Consumption), consisting of key development issues as follows:
 - Reduction of greenhouse gas emissions (GHG Emission)
 - Conservation of energy in buildings (Energy Management)
 - Environment management
 - Conservation of water resources (Water Management)
 - Management of waste at its source according to the principle of 3Rs (Waste Management).
 - Supervision and monitoring of legal compliance throughout the business value chain (ESG Compliance)
3. **Social Strategy** is an action by the Group to develop new skills and enhance the competencies and skills of human resources while engaging with the stakeholders of the Group (People Excellence).
 - Creating an environment for a good quality of life (Employee Management)
 - Promoting and upgrading the competencies and skills of human resources (Employee Development).
 - Creation of work processes and delivering products and services with safety awareness (Occupational Health and Safety)
 - Promoting participation in caring for communities and society through all sectors (Community Engagement).

In 2022, the Group organized an organizational sustainability development course emphasizing on building a foundation for understanding sustainability within the organization and operating activities on the topic of "Strategies and Sustainable Organizational Development at Executive Level". In addition, workshops have been organized for employees to understand about "Operational Sustainability Reporting" in accordance with the Global Reporting Initiative (GRI Standard 2021) guidelines, including creating an understanding of sustainable development according to the UN SDG principles as well.

Sustainability strategies of Triple i Logistics








<p>Business Resilience Develop and upgrade the business to keep up with the changing world (Mega Trend)</p>	<p>Value Consumption Be aware of the cost-effective use of resources and maximize benefits</p>	<p>People Excellence Enhance the competencies and skills of human resources while engaging with stakeholders</p>
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Sustainable development issues of Triple i Logistics

<p>Business Development Create business opportunities for sustainable growth while adjusting business strategies to cope with megatrends</p> <p>Innovation and Operational Excellence Select technologies and innovations to enhance business competitiveness</p> <p>Supply Chain Management Efficient and effective supply chain management</p> <p>Customer and Product Stewardship Efficient and effective supply chain management</p> <p>Enterprise Risk Management Manage organizational risks in all dimensions to create business continuity</p> <p>Corporate Governance Create and cultivate corporate culture according to good corporate governance principles</p>	<p>GHG Emission Reduce emissions of greenhouse gases generated from business operations</p> <p>Energy Management Increase the efficiency of energy conservation</p> <p>Environmental Management Manage the environment and utilize resources efficiently towards becoming a green office. (Green Office)</p> <p>ESG Compliance Supervise and monitor legal compliance throughout the business value chain</p>	<p>Employee Management Human resource management to strive for excellence</p> <p>Employee Development Raise the competency and skills of human resources</p> <p>Occupational Health and Safety Build work processes with safety awareness</p> <p>Community Engagement Promote participation in caring for communities and society through all sectors</p>
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TRIPLE I AND SUSTAINABLE DEVELOPMENT GOALS

Sustainability Strategy	ESG Development Issue	Organizational Indicators		Impact Boundary					GRI Standard	UNSDG
		Qualitative	Quantitative	Employee	Customer	Partner	Community	Investor		
 <p>Business Resilience Develop and improve the business to keep up with the changing world with the changing world (Megatrend)</p>    	Business development	Economic value from business development	<ul style="list-style-type: none"> The Company's market value in the year 2024 of not less than Baht 20,000 million 	✓	✓	✓	✓	✓	201	8, 9
	Innovation and workflow excellence	Monetary value from innovation and process improvement	<ul style="list-style-type: none"> Investment in innovations that promote the development of work processes to be more efficient, increasing by approximately Baht 3 million/year during 2023-2025. 	✓	✓	✓	✓	✓	201	8, 9
	Supply chain management	Proportion of coverage in supply chain management	<ul style="list-style-type: none"> Supplier risk assessment process with significant ESG risk of 100% in the year 2027 Supplier due diligence with significant ESG risk of 100% in the year 2027 Upgrading supplier with significant ESG risk of 100% in the year 2027 	✓	✓	✓	✓	✓	204-1 308-1	8, 12
Responsibilities to customers and products	The percentage of customer satisfaction with the Company's products and services	Customer satisfaction level with products and services at 95% within the year 2027	✓	✓	✓	✓	✓	417	8	
Creating economic value for stakeholders	Monetary value of income distribution among stakeholders	<ul style="list-style-type: none"> Dividend payment ratio from net profit of not less than 40% in every operating year The proportion of distribution of economic value to stakeholders is not less than 25% of the revenue in the year 2027 (calculated from dividends, expenses to suppliers and contractors, and expenses to stakeholders (excluding main suppliers), employee wages, finance cost to financial institutions, expenses paid to the government, and investment in community and social development). 	✓	✓	✓	✓	✓	201	8	

Sustainability Strategy	ESG Development Issue	Organizational Indicators		Impact Boundary					GRI Standard	UNSDG
		Qualitative	Quantitative	Employee	Customer	Partner	Community	Investor		
	Good corporate governance and business ethics	Proportion of coverage of good corporate governance and business ethics	<ul style="list-style-type: none"> • Good corporate governance rating at Level 5 • The number of significant complaints regarding corporate governance is zero. • Certification of the Thai private sector's participation in the fight against corruption • Certified as Thailand Sustainability Investment THSI (SET) 	✓	✓	✓	✓	✓	206	8
	Risk management	Coverage ratio of the ESG risk management system	<ul style="list-style-type: none"> • Implementation of ESG risk management system covering 100% of the Group 	✓	✓	✓	✓	✓	-	16
	Business continuity management	Proportion of business continuity management within the organization	<ul style="list-style-type: none"> • Number of training sessions for corporate-level business continuity plan of 1 time per year 	✓	✓	✓	✓	✓	-	11
 <p>Value Consumption Be aware of cost-effective use of resources and maximize benefits</p>	Greenhouse gas	Proportion of corporate greenhouse gas emissions	<ul style="list-style-type: none"> • 5% reduction in corporate greenhouse gas emissions by the year 2027 compared to the year 2022 as the base year. 	✓	✓	✓	✓	✓	305-4	7, 13
	Energy management	Proportion of coverage of the energy management system	<ul style="list-style-type: none"> • 5% reduction in corporate energy usage by the year 2027 compared to the year 2022 as the base year. 	✓	✓	✓	✓	✓	302-3	7, 13
	Environmental management	Proportion of coverage of the environmental management system	<ul style="list-style-type: none"> • Green office certification at excellent level in the year 2027. 	✓	✓	✓	✓	✓	303, 304	6, 11, 14, 11, 12
	Compliance with the laws related to society, environment, and corporate governance.	Events of non-compliance with laws and regulations in social, environmental and governance areas	<ul style="list-style-type: none"> • The number of incidents of non-compliance with laws and regulations in social, environmental and governance areas is zero. 	✓	✓	✓	✓	✓	307-1	16



Sustainability Strategy	ESG Development Issue	Organizational Indicators		Impact Boundary					GRI Standard	UNSDG
		Qualitative	Quantitative	Employee	Customer	Partner	Community	Investor		
Sustainability Strategy  People Excellence Improve work competency and skills of human resources and create engagement with stakeholders     	Employee care	Quality of life of employees in the organization • Employee engagement level of more than 70% by the year 2027 • Zero significant human rights and equality complaints • Turnover rate must be less than 8% by the year 2027	✓	✓	✓	✓	✓	✓	404-2	3, 8, 10
	Human resource development	Quality of skill development of employees in the organization • The number of training hours of employees is at least 40 hours per person/year by the year 2027.	✓	✓	✓	✓	✓	✓	404-3	8, 10
	Occupational health and safety in the workplace	Proportion of coverage of occupational health and safety system in the workplace • Occupational health and safety system covers all units in every group of companies. • Frequency of lost time injuries among employees and contractors is zero.	✓	✓	✓	✓	✓	✓	403-9 419-1	8
	Participation in the community and social activities	Participation in the community and social activities project • Number of social activities 10 projects/year	✓	✓	✓	✓	✓	✓	413-1 413-2	11, 17

STAKEHOLDER ANALYSIS IN THE VALUE CHAIN


Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries (collectively referred to as the “Group”) has established a Management Framework: Stakeholder Analysis by considering guidelines set forth in the GRI Standard 2021. Each department is responsible for analyzing stakeholders involved in their own operations and value chain of the Group. The analysis results obtained from each department are analyzed to classify each group of stakeholders.










STAKEHOLDER ANALYSIS PROCESS



In the year 2022, the Group has classified stakeholders into 10 groups, namely employees, customers, suppliers, communities, shareholders, business partners, creditors, government agencies and state enterprises, media and competitors, the details of which are as set out below.

GUIDELINES FOR DEALING WITH STAKEHOLDERS

Stakeholder	Participation channels	Issues that are important to stakeholders	Related sustainable development issues
1. Employees 	<ul style="list-style-type: none"> Internal communications Monthly staff meetings Online communication and email Human resources meeting of the Group Annual employee engagement survey Provision of channels for receipt of complaints 	<ul style="list-style-type: none"> Business directions Operating performance of the Company Business ethics of the Company Quality of life of employees Appropriate compensation, welfare, and benefits Good working environment 	<ul style="list-style-type: none"> Corporate governance Business ethics Anti-corruption Innovation and product development Employee care Human resource development Occupational health and safety in the workplace

Stakeholder	Participation channels	Issues that are important to stakeholders	Related sustainable development issues
		<ul style="list-style-type: none"> Development of employees' capabilities 	
2. Customers 	<ul style="list-style-type: none"> Annual customer satisfaction survey Organizing customer relations/marketing activities Visit and meeting with customers Online/email communications 	<ul style="list-style-type: none"> Risk and crisis management Customer relationship management Environmental management Responding to customers' complaints 	<ul style="list-style-type: none"> Responsibility towards customers and products Innovation and product development Greenhouse gas Environmental management such as water, energy, and waste Compliance with the laws
3. Suppliers 	<ul style="list-style-type: none"> Online/email communications Visit and meeting Channels for receipt of recommendations or complaints 	<ul style="list-style-type: none"> Corporate governance Business ethics Equality in doing business Transparent and fair procurement process 	<ul style="list-style-type: none"> Supply chain management Corporate governance Anti-corruption Human rights Occupational health and safety in the workplace Compliance with the laws
4. Communities 	<ul style="list-style-type: none"> Organizing community relations activities Communication via online media/e-mail Other communication channels to receive advice or complaints 	<ul style="list-style-type: none"> Good relationship with the community Compliance with social and environmental laws Improving quality of life of the community and society Creating a network to jointly develop community and society 	<ul style="list-style-type: none"> Community involvement Social activities Compliance with the laws
5. Shareholders 	<ul style="list-style-type: none"> Annual general meeting of shareholders Communication via online media/email 	<ul style="list-style-type: none"> Business growth Continuous business development Innovation and technology development Risk management 	<ul style="list-style-type: none"> Corporate governance Economic value creation Risk management and business continuity management Compliance with the laws
6. Business partners 	<ul style="list-style-type: none"> Meetings with business partners/investors Communication via online media/e-mail Disclosure or reporting as required 	<ul style="list-style-type: none"> Fair and transparent business operations Cooperation in business development Continuous development of new businesses Innovation and technology development 	<ul style="list-style-type: none"> Business ethics Economic value creation Risk management Business continuity management Innovation and product development
7. Creditors 	<ul style="list-style-type: none"> Meeting with creditors Company visits Communication via online media/email 	<ul style="list-style-type: none"> Compliance with terms and conditions of loans and debentures Risk management 	<ul style="list-style-type: none"> Business ethics Economic value creation Risk management and business continuity management
8. Government agencies and state enterprises 	<ul style="list-style-type: none"> Co-sponsoring projects organized by the public sector Participation in working groups of government agencies Company visits Disclosure or reporting as required 	<ul style="list-style-type: none"> Compliance with relevant laws and regulations Disclosure of information with transparency Creating economic value 	<ul style="list-style-type: none"> Community involvement Social activities Compliance with the laws Corporate governance Anti-corruption
9. Media 	<ul style="list-style-type: none"> Public relations/press releases Exclusive interviews as requested by the media Disclosure or reporting as required 	<ul style="list-style-type: none"> Receiving complete, accurate, and timely information Disclosure of true and accurate information Good media practices 	<ul style="list-style-type: none"> Corporate governance Anti-corruption Community involvement Social activities
10. Competitors 	<ul style="list-style-type: none"> Meetings at various organizations involved in the industry Working together as a network according to government policies 	<ul style="list-style-type: none"> Fair competition Compliance with the laws 	<ul style="list-style-type: none"> Corporate governance Challenges and opportunities Business ethics Anti-corruption

MATERIALITY ASSESSMENT

ASSESSMENT OF MATERIAL SUSTAINABILITY DEVELOPMENT ISSUES

Issues critical to sustainability are assessed to prioritize according to a management framework based on Global Reporting Initiative (GRI) Standards, considering the impact on Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries (collectively referred to as the “Group”) and the impact on stakeholders, which covers economic, environmental, and social issues in which stakeholders are interested and have expectations. The assessment results of material sustainability development issues are reviewed and approved by the Corporate Governance Committee on an annual basis.

ASSESSMENT PROCEDURES OF MATERIAL ISSUES

1. IDENTIFICATION OF MATERIAL ISSUES OF STAKEHOLDERS AND ORGANIZATIONS

The Group collects material issues from both internal and external stakeholders through appropriate channels for each group of stakeholders such as meetings, questionnaires, engagement surveys etc. In addition, the Group has summarized issues that are important to business operations from the opinions of the Board of Directors and management of the Group in the meetings, such as corporate risks, as well as opportunities and challenges that have both positive and negative impacts on the Group’s business such as the trend of changing global and regional economy etc.

2. CLASSIFICATION OF MATERIAL ISSUES

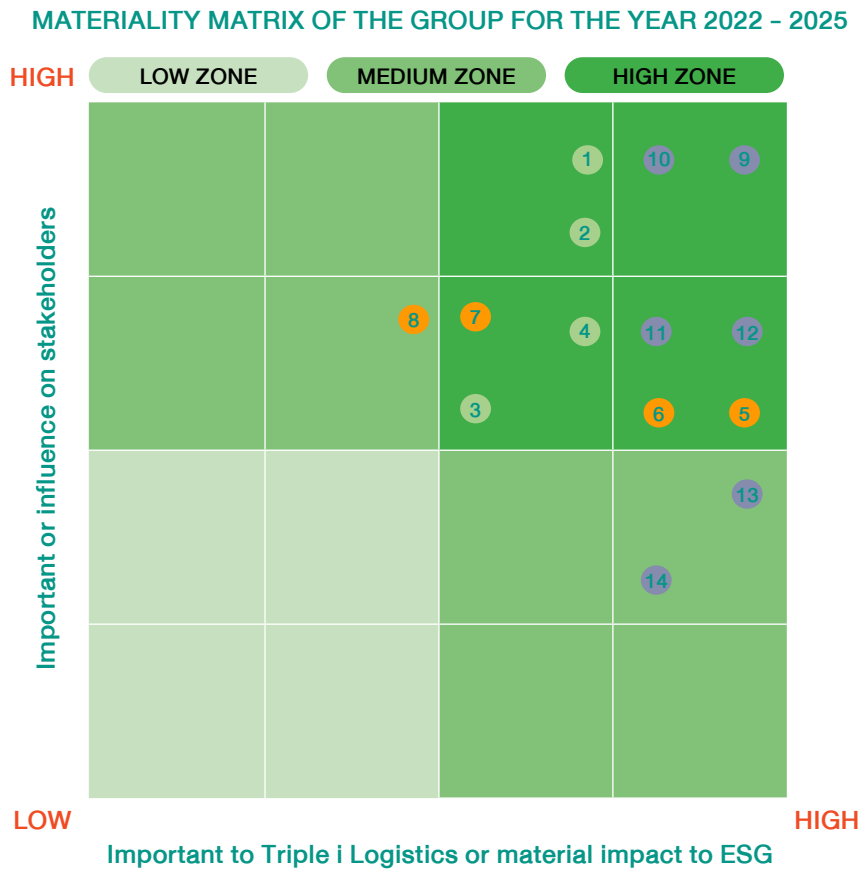
The Management Committee, executives, employees, and corporate sustainability consultants work together to group and prioritize the sustainability issues of the Group. The factors for consideration are the level of impact of the Group’s operations on the economy, society and environment and the level of influence on the assessment and decision making of stakeholders on various issues with reference to Global Reporting Initiative Standards (GRI standards 2021). Issues are defined in the Materiality Matrix (X-axis), which shows the impact of the Group’s operations on the economy society and environments and Issues are defined in the Materiality Matrix (Y-axis), which shows the level of influence that affects the assessment and decision-making of stakeholder groups.

The year 2022 was the first year in which the Group identified and prioritized sustainability issues based on the Group’s sustainable organizational development framework and GRI Standards 2021 to obtain accurate and clear material sustainability issues. There were a total of 14 material issues.

3. VERIFICATION OF MATERIAL ISSUES

The Management Committee, executives, employees, and corporate sustainability development consultants jointly consider and agree on material sustainability issues and prioritize material issues and have established guidelines for stakeholders’ responses in various issues and assigned relevant agencies to take further actions. The assessment indicators have been determined for performance assessment, which are linked to performance assessment of relevant executives and employees.

MATERIALITY MATRIX OF THE GROUP FOR THE YEAR 2022 - 2025



Triple i Materiality 2022 - 2025



E Environment Value Consumption	S Social People Excellence	G Governance Business Resilience
1. GHG Emission 2. Energy Management 3. Environmental Management 4. ESG Compliance	5. Employee Management 6. Employee Development 7. Occupational Health and Safety 8. Community Engagement	9. Business Development 10. Innovation and Operational Excellence 11. Supply Chain Management 12. Customer and Product Stewardship 13. Enterprise Risk Management 14. Corporate Governance

CONNECTIONS BETWEEN SUSTAINABLE DEVELOPMENT ISSUES OF TRIPLE I AND UN SDGS



 = Direct impact  = Indirect impact



Outstanding Economic Performance

CORPORATE GOVERNANCE

- Received a 5-star corporate governance rating (CGR)
- There are more than 6 Board of Directors meetings per year.
- The average attendance ratio of the Board of Directors' meetings is 98.75% of the whole year's meetings.
- 40% of all members of the Board of Directors are independent directors.
- There is one female director.

CREATING ECONOMIC VALUE FOR STAKEHOLDERS

- Distributing economic value to stakeholders (including dividends) in the amount of Baht 896.15 million.

BUSINESS ETHICS

- There was no case of violation of business ethics.

ANTI-CORRUPTION

- Certified by Thai Private Sector Collective Action Against Corruption (Thai CAC)

RISK MANAGEMENT AND BUSINESS CONTINUITY

- There is a systematic risk management system covering all business groups.
- There is a Business Continuity Management (BCM) system that covers public health risks from pandemics and contagious diseases.
- Business continuity management plan drills at corporate level 1 time per year.

INNOVATION AND PROCESS IMPROVEMENT

- There are 2 innovation projects that promote work processes.

SUPPLY CHAIN MANAGEMENT

- Analyzing which suppliers are the Group's major suppliers and assessing the risks.

CUSTOMER AND PRODUCT RESPONSIBILITY

- Customer satisfaction assessment results in 2022 were at 88.95%.

COMPLIANCE WITH ESG LAWS

- There were no disputes or convictions or litigation or complaints related to the Group's environmental, social and corporate governance issues.

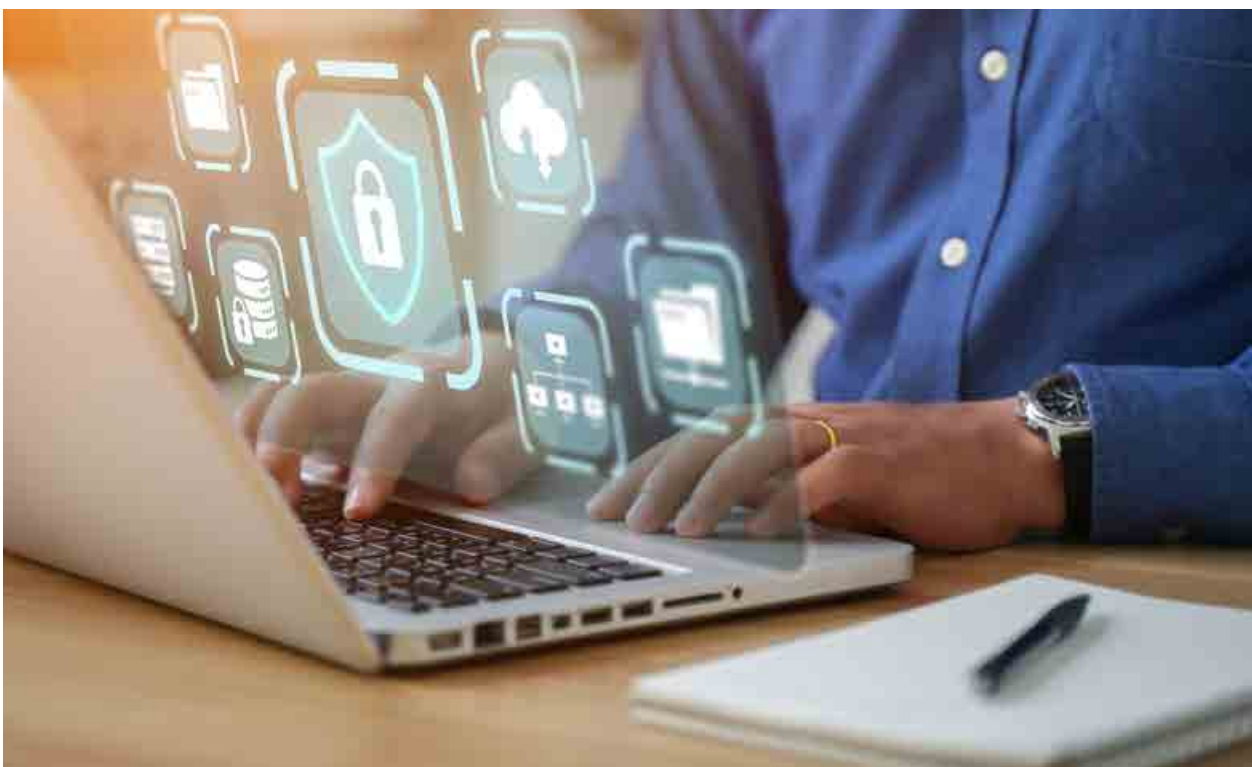
GOOD CORPORATE GOVERNANCE

Triple i Logistics Public Company Limited (“The Company”) and its subsidiaries (collectively referred to as “the Group”) are committed to pushing The Company Group to be an organization of excellence in good corporate governance consistent with sustainable organizational development guidelines. By conducting business under good governance and good corporate governance, The Company and The Company Group have a management system that is honest, transparent, fair, verifiable, and effective according to international standards.

In 2022, The Company initiated the implementation of sustainable corporate development strategies and seriously integrated them with the management of The Company Group in order to create a balance in operations in terms of the environment, society, and economy. Good corporate governance covers all activities in the business value chain as well as establishing guidelines for equitable management of all groups of stakeholders. This is to create confidence and strengthen the organization, which will result in continuous, stable, and sustainable growth.

GOOD CORPORATE GOVERNANCE






Good corporate governance is the heart of the business, and The Company gives great importance to an efficient good corporate governance system will result in the organization being able to build confidence and a good image for shareholders and related stakeholders, as well as being able to generate good operating results. Therefore, The Company has established a good corporate governance policy that covers 5 important practices, namely 1) the Rights of Shareholders 2) the Equitable Treatment of Shareholders 3) the Consideration of the Roles of Stakeholders 4) Information Disclosure and Transparency, and 5) the Responsibilities of the Board of Directors in line with the Principles and Guidelines for Good Corporate Governance for Listed Companies 2017 of the Securities and Exchange Commission and Stock Market. In addition, the Good Corporate Governance Committee Charter has been reviewed and revised to have the authority and responsibility for setting policies and guidelines for sustainability management operations covering both economic dimensions and governance, social dimensions, and environmental dimensions (Environmental Social Governance: ESG). As well as giving advice, promoting, or supporting the operations of The Company Group to be in line with the guidelines for sustainable organizational development, aiming for the organization to achieve its target of being an organization with sustainable growth.



In addition, the scope of duties and responsibilities of the Board of Directors and the management committee has been clearly defined and separated. There is also monitoring to ensure that the Board of Directors and management perform their duties completely. As well as assessing and reviewing the performance of all committees and management at least once a year in order to improve and revise the operations of The Group in line with the business direction and strategy of The Company Group in the future.

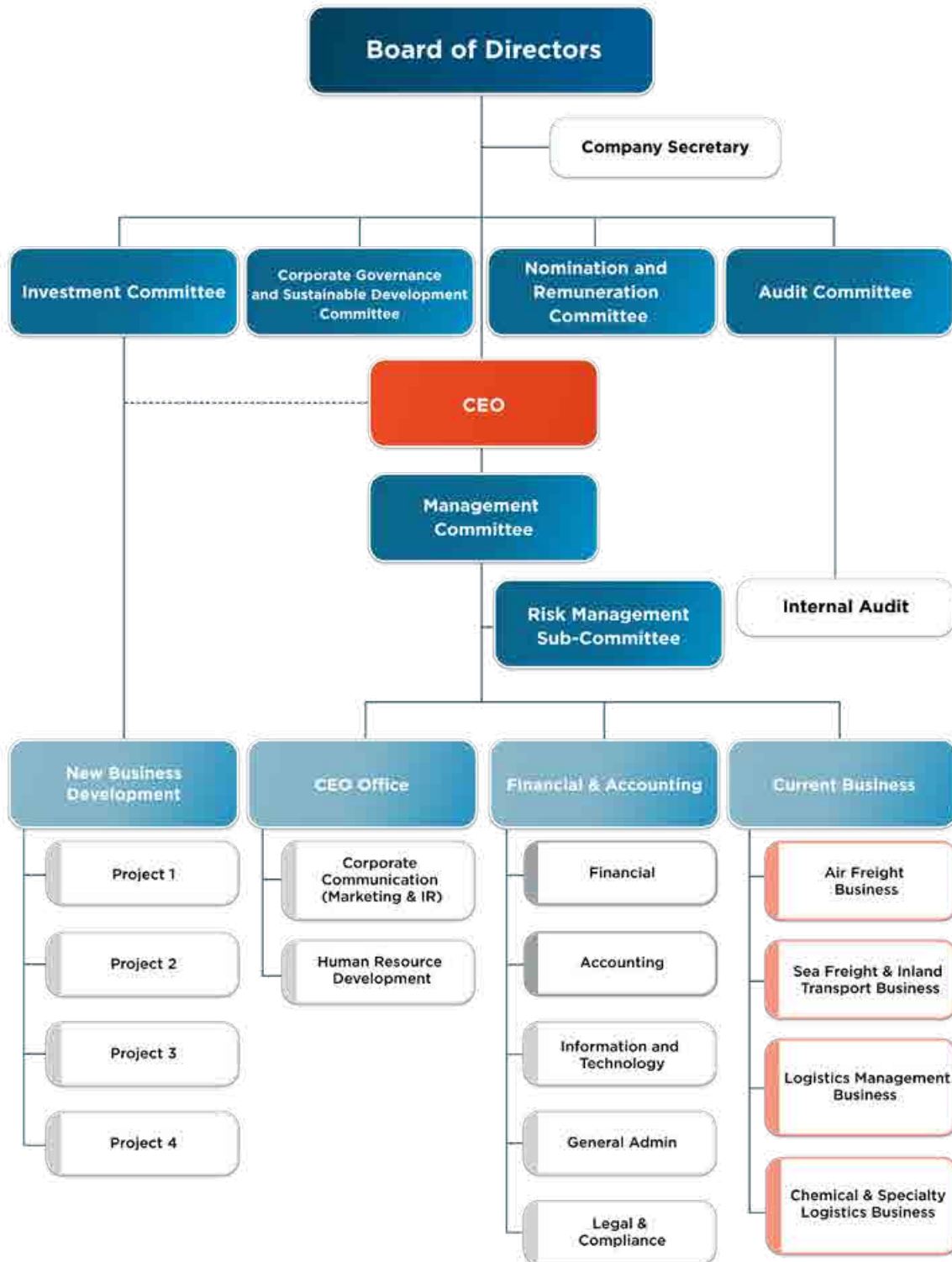
In this regard, good corporate governance must consist of having the Board of Directors and executives with sufficient knowledge, vision, and responsibility, as well as a control mechanism and clear checks and balances between the Board of Directors and executives. By focusing on management practices that are prudent, honest, fair, transparent, and verifiable. In addition, there must be mutual respect's rights, the equitable treatment of shareholders, and consideration of relevant stakeholders. All of these are set to be used as guidelines for the Board of Directors, executives, and employees in the operations of The Company Group. In addition, it has determined to conduct activities that are beneficial to society as a whole and do not create negative impacts on the environment in all activities that the group has carried out throughout the business chain. More importantly, the ability to adapt to changes in both economic and social conditions that may occur in the future must be strengthened.

The Company has established a communication process to disseminate good corporate governance policies and practices in order to create good understanding and encourage compliance among the Board of Directors, executives, and employees at all levels, the details of which are as follows:

<p>1. Meeting</p> 	<ul style="list-style-type: none"> Executive meetings of The Company, subsidiaries, and associated companies as per the agenda Monthly meetings for each business unit under the management of The Company, its subsidiaries, and associated companies
<p>2. Activity</p> 	<ul style="list-style-type: none"> Participation in the project "Corporate Governance Report of Thai Listed Companies" (CGR) The Company's annual party Corporate social responsibility (CSR) activities Public relations activities within related organizations
<p>3. Training</p> 	<ul style="list-style-type: none"> Orientation training for new employees Annual employee training Workshop activities on the topic "Strategies and Sustainable Organizational Development at the Executive Level" and a workshop on the topic "Preparation of Sustainability Reports at the Operational Level" for employees
<p>4. Taking the Test</p> 	<ul style="list-style-type: none"> Require employees at all levels to take a good corporate governance test annually and must have at least a passing score of 80%, expected to be implemented in 2023
<p>5. Public Relations Media within the Organization</p> 	<ul style="list-style-type: none"> CEO Talk, communication from the CEO to employees in the organization Public relations signs inside the head office building and warehouse Company website (www.iii-logistics.com) Internal email Corporate Group Line
<p>6. Creation of Values within the Organization</p> 	<ul style="list-style-type: none"> Defining and instilling corporate values (integration, innovation, and intimacy) by specifying the courses in the annual personnel development and training plan Planning, and preparing a manual to determine desirable or expected behaviors in accordance with corporate values, separated by position levels, and organizing campaigns to instill corporate values in the future.
<p>7. Reporting</p> 	<ul style="list-style-type: none"> Annual report 2021 (form 56-1, One Report) Sustainability report (prepared for the first time in 2022 by The Company)

ORGANIZATIONAL STRUCTURE (2-9)

The management structure of The Company, approved by the Board of Directors on February 21, 2023, is clear, balanced, and verifiable. There is a clear separation of roles, duties, and responsibilities between the Board of Directors and the management. The organizational structure is shown in the flowchart below.



Remark : ■ = Executive Director
 According to Board Resolution, the Effective Date is 21 February 2023

The Board of Directors consists of the number of directors specified by the shareholders' meeting but shall not be less than 5 persons. In addition, at least 3 directors, or one-third of the total number of the Board of Directors (whichever is higher), must be independent directors. The Board of Directors consists of people with knowledge, expertise, and experience that can be of great benefit to The Company with full dedication and time. The Board of Directors has therefore determined that a director can hold a directorship in no more than 5 companies listed on the Thai Stock Exchange. In this regard, the term of office of independent directors shall not exceed nine years, except for the benefit of The Company.

COMPOSITION OF THE BOARD OF DIRECTORS ^(2-10, 2-11)

On December 31, 2022, the Board of Directors consists of 10 qualified directors, 4 of whom are independent, or 40% of the total number of directors, which is not less than one-third of the total number of directors, and there is one woman director. The Chairman of the Board is an independent director and does not hold the position of Chief Executive Officer. In addition, The Board of Directors is qualified according to the law and has knowledge, competence, expertise, skills, and experience suitable for the logistics industry, they play a key role in overseeing The Company's business practices that focus on maximizing the benefits of shareholders, employees, and customers while taking all stakeholders into account as a whole. As well as promoting business operations with good governance so that the work process of executives and employees of The Group is honest, fair, transparent, and verifiable, details are as follows:

Name	Position
1. Mr. Krirkkrai Jirapaet ¹	Chairman of the Board of Directors / Independent Director
2. Mr. Woodtipong Moleechad ²	Vice Chairman of the Board of Directors / Independent Director / Chairman of the Audit Committee / Chairman of the Investment Committee
3. Mr. Vipoota Trakulhoon ³	Director/Independent Director / Audit Committee/ Chairman of the Nomination and Remuneration Committee / Investment Committee
4. Mr. Apichart Chirabandhu ⁴	Director/Independent Director / Audit Committee / Chairman of the Corporate Governance and Sustainable Development Committee / Nomination and Remuneration Committee
5. Mr. Tipp Dalal	Director/Investment Committee / Chairman of the Management Committee/ Chief Executive Officer
6. Mr. Viraj Nobnomtham	Director / Nomination and Remuneration Committee / Investment Committee / Management Committee / Chief Financial Officer / Chairman of the Risk Management Sub-Committee
7. Mr. Thanut Thatayanon	Director / Investment Committee / Management Committee / Corporate Governance and Sustainable Development Committee / Risk Management Sub-Committee
8. Mrs. Darunee Rakpongpi boon ⁵	Director/Investment Committee / Management Committee / Risk Management Sub-Committee / Company Secretary
9. Mr. Jirod Panacharas	Director / Management Committee / Corporate Governance and Sustainable Development Committee
10. Mr. Chalernsak Kanchanawarin	Director / Management Committee / Risk Management Sub-Committee

Remark :

All directors have never been employees or partners of the external audit firms that The Company uses.

All directors have completed the Director Accreditation Program (DAP) and/or Director Certification Program (DCP) organized by the Thai Institute of Directors Association (IOD).

¹ Mr. Krirkkrai Jirapaet is an independent director who has knowledge, expertise, and experience in managing both domestic and international trade, including managing the organization according to good corporate governance principles.

² Mr. Woodtipong Moleechad is an independent director who has work experience related to The Company's business (he previously held the position of Senior Executive Vice President, Operating System Division, Thailand Post Company Limited).

³ Mr. Vipoota Trakulhoon is an independent director with knowledge and experience in accounting and reviewing financial statements.

⁴ Mr. Apichart Chirabandhu is an independent director who has knowledge and experience working in the legal field.

⁵ Mrs. Darunee Rakpongpi boon is The Company Secretary; she was appointed by the Board of Directors on November 15, 2016, and has passed The Company Secretary Training Course, Class 68/2016, from the Thai Institute of Directors Association (IOD).

In addition, the Board of Directors has appointed The Company Secretary and set the scope, duties, and responsibilities of The Company Secretary to perform duties as specified in Section 89/15 and Section 89/16 of the Securities and Exchange Act (No. 4) B.E. 2552, effective on August 31, 2008, with responsibility, caution, and honesty. Including performing duties in accordance with the law, objectives, company regulations, and resolutions of the Board of Directors, as well as resolutions of the shareholders' meeting. It also requires training and orientation and provides information necessary for the performance of duties by current directors and newly appointed directors.

SUB-COMMITTEES ⁽²⁻¹²⁾

The Board of Directors has appointed sub-committees to help screen important tasks, namely 1) the Audit Committee 2) the Good Corporate Governance and Sustainable Development Committee 3) the Nomination and Remuneration Committee 4) the Investment Committee 5) the Management Committee, and 6) the Risk Management Sub-Committee, with the Chief Executive Officer as the highest executive. The committees have the scope of authority, duties, and responsibilities independent of the management as specified in the charter. By performing duties responsibly, cautiously, honestly, and in accordance with the law, objectives, regulations, and resolutions of the Board of Directors as well as resolutions of the shareholders' meeting. The structure of subcommittees, including their duties and responsibilities in brief, is as follows:

The Board of Directors	Number of Members	Duties and Responsibilities
1. The Audit Committee	There are 3 members, and all of them are independent directors who are fully qualified as specified by the SEC.	<ul style="list-style-type: none"> Examine the management and executives for effective management in the right direction, transparency, and accountability. Review the credibility of The Company's financial reports and the adequacy of internal control systems, internal audits, risk management, and legal compliance. Consider connected transactions or transactions that may have conflicts of interest. Review The Company's operations to ensure they are in line with the anti-fraud and corruption policies and practices in a concrete manner.
2. The Corporate Governance and Sustainable Development Committee	There are 3 members and 1 independent director as the chairman of the Good Corporate Governance and Sustainable Development Committee.	<ul style="list-style-type: none"> Prepare and review good corporate governance policies, business ethics and work practices, anti-fraud and corruption policies, and sustainable development policies in accordance with laws and regulations of government agencies and organizations responsible for the supervision of The Company. Supervise the performance of executives and employees in accordance with the good corporate governance policy, the anti-fraud and corruption policy, and the sustainable development policy, as well as review, evaluate, and report performance, including raising awareness among directors, executives, and employees.
3. The Nomination and Remuneration Committee	There are 3 members, and the Chairman of the Nomination and Remuneration Committee is an independent director.	<ul style="list-style-type: none"> Presenting the structure, composition, and qualifications of the Board of Directors, various committees, and Chief Executive Officer, and determining the nomination method, including the criteria for remuneration. Consider the performance assessment criteria of the Chief Executive Officer.

The Board of Directors	Number of Members	Duties and Responsibilities
4. The Investment Committee	There are 6 members, and the chairman of the investment committee is an independent director.	<ul style="list-style-type: none"> Propose strategic directions for business development and investment by The Company. Consider screening projects and investment opportunities, including business expansion both domestically and internationally, in line with The Company's strategy. Evaluate risks and consider hedging investment risks in terms of finance, laws, and other relevant regulations. Investment supervision, investment management in accordance with the investment plan, as well as monitoring and evaluating the investment projects that have been implemented.
5. The Management Committee	There are 6 members, whereby the Chief Executive Officer is the Chairman of the Management Committee.	<ul style="list-style-type: none"> Consider and set the targets of The Company and its subsidiaries, as well as manage the business of The Company and its subsidiaries in accordance with the vision, mission, strategies, policies, objectives, and targets set. Examine the performance of The Company and its subsidiaries, as well as the risk management and risk control systems of The Company and its subsidiaries.
6. The Risk Management Sub-Committee	There are 5 members.	<ul style="list-style-type: none"> Establish a risk management policy that covers market risks, liquidity risks, operational risks, and risks that affect the reputation of the business, etc. Strategies to be in line with the risk management policy can be assessed. Monitor and monitor the risk level of the organization to ensure it is at an appropriate level . Review the adequacy of the policy and risk management system, including the effectiveness of the system and compliance with specified policies. Review and assess the risks from operations that may lead to corruption.

Remark : Details of the composition of authorities, duties, and responsibilities of each sub-committee can be found at <https://investor.iii-logistics.com/en Form 56-1 One Report>.

1. The Audit Committee

On December 31, 2022, The Company's Audit Committee consists of 3 members as follows:

Name	Position
1. Mr. Woodtipong Moleechad	Chairman of the Audit Committee
2. Mr. Vipoota Trakulhoon	Member of the Audit Committee
3. Mr. Apichart Chirabandhu	Member of the Audit Committee

All 3 members of the Audit Committee are independent directors who are fully qualified as stipulated by the SEC, with Mr. Vipoota Trakulhoon as an Audit Committee member who has knowledge and experience in reviewing financial statements, and Ms. Sichon Choteweerasathanon acting as the Secretary of the Audit Committee.

2. The Corporate Governance and Sustainable Development Committee

On December 31, 2022, The Company's Good Corporate Governance and Sustainable Development Committee consists of 3 members as follows:

Name	Position
1. Mr. Apichart Chirabandhu*	Chairman of the Corporate Governance and Sustainable Development Committee
2. Mr. Thanut Thatayanon	Member of the Corporate Governance and Sustainable Development Committee
3. Mr. Jirod Panacharas	Member of the Corporate Governance and Sustainable Development Committee

Remark : *Independent Director

3. The Nomination and Remuneration Committee

On December 31, 2022, The Company's Nomination and Remuneration Committee consists of 3 members as follows:

Name	Position
1. Mr. Vipoota Trakulhoon*	Chairman of the Nomination and Remuneration Committee
2. Mr. Apichart Chirabandhu*	Member of the Nomination and Remuneration Committee
3. Mr. Viraj Nobnomtham	Member of the Nomination and Remuneration Committee

Remark : *Independent Director

4. The Investment Committee

On December 31, 2022, The Company's Investment Committee consists of 6 members as follows:

Name	Position
1. Mr. Woodtipong Moleechad*	Chairman of the Investment Committee
2. Mr. Vipoota Trakulhoon*	Member of the Investment Committee
3. Mr. Tipp Dalal	Member of the Investment Committee
4. Mr. Viraj Nobnomtham	Member of the Investment Committee
5. Mr. Thanut Thatayanon	Member of the Investment Committee
6. Mrs. Darunee Rakpongpi boon	Member of the Investment Committee

Remark : *Independent Director

5. The Management Committee

On December 31, 2022, The Company's Management Committee consists of 6 members as follows:

Name	Position
1. Mr. Tipp Dalal	Chairman of the Management Committee / Chief Executive Officer
2. Mr. Viraj Nobnomtham	Member of the Management Committee / Chief Financial Officer
3. Mr. Thanut Thatayanon	Member of the Management Committee
4. Mrs. Darunee Rakpongpi boon	Member of the Management Committee
5. Mr. Jirod Panacharas	Member of the Management Committee
6. Mr. Chalernsak Kanchanawarin	Member of the Management Committee

6. The Risk Management Sub-Committee

On December 31, 2022, The Company's Risk Management Sub-Committee consists of 5 members as follows:

Name	Position
1. Mr. Viraj Nobnomtham	Chairman of the Risk Management Sub-Committee
2. Mrs. Darunee Rakpongpi boon	Member of the Risk Management Sub-Committee
3. Mr. Thanut Thatayanon	Member of the Risk Management Sub-Committee
4. Mr. Chalernsak Kanchanawarin	Member of the Risk Management Sub-Committee
5. Ms. Wiyada Sa-arj*	Member of the Risk Management Sub-Committee

Remark : * Ms. Wiyada Sa-arj was appointed as a member of the Risk Management Sub-Committee instead of Mr. Teeranit Isarangkun Na Ayudhya, effective February 14, 2022 onwards.

PROPORTION OF MEETING ATTENDANCE FOR EACH COMMITTEE

Name-Surname	Proportion of Meeting Attendance (Percentage)					
	The Board of Directors	The Audit Committee	The Corporate Governance and Sustainable Development Committee	The Nomination and Remuneration Committee	The Investment Committee	The Annual General Meeting of shareholders
1. Mr. Krirkkrai Jirapaet	100	-	-	-	-	100
2. Mr. Woodtipong Moleechad	100	100	-	-	100	100
3. Mr. Vipoota Trakulhoon	87.5	100	-	100	100	100
4. Mr. Apichart Chirabandhu	100	100	100	100	-	0
5. Mr. Tipp Dalal	100	-	-	-	100	100
6. Mr. Viraj Nobnomtham	100	-	-	100	100	100
7. Mr. Thanut Thatayanon	100	-	100	-	100	100
8. Mrs. Darunee Rakpongpi boon	100	-	-	-	100	100
9. Mr. Jirod Panacharas	100	-	100	-	-	100
10. Mr. Chalernsak Kanchanawarin	100	-	-	-	-	100
The Total Proportion of All	98.75	100	100	100	100	90

Name-Surname	The Management Committee Proportion of Meeting Attendance (Percentage)
1. Mr. Tipp Dalal	100
2. Mr. Viraj Nobnomtham	100
3. Mr. Thanut Thatayanon	100
4. Mrs. Darunee Rakpongpi boon	100
5. Mr. Jirod Panacharas	100
6. Mr. Chalernsak Kanchanawarin	100
The Total Proportion of All	100

Name-Surname	The Risk Management Sub-Committee Proportion of Meeting Attendance (Percentage)
1. Mr. Viraj Nobnomtham	100
2. Mr. Thanut Thatayanon	100
3. Mr. Chalernsak Kanchanawarin	100
4. Mrs. Darunee Rakpongpi boon	100
5. Ms. Wiyada Saart	100
The Total Proportion of All	100

Remark : The proportion of meetings in 2020-2021 can be found at <https://investor.iii-logistics.com/en> Form 56-1 One Report.

NOMINATION OF THE BOARD OF DIRECTORS

In recruiting the Board of Directors of The Company, it has followed the criteria and selection process for the committee that take the diversity of qualifications, which are independence, knowledge, skills, experience, and specialization, as well as gender, race, and age, into account to ensure that the composition of the Board of Directors of The Company is suitable for corporate governance and can respond to changes in economic, social, and global conditions that will affect business growth. The Company has therefore prepared a component of knowledge and expertise of the Board of Directors (the Skills Matrix) mentioned in the topic “Diversity of Directors” for consideration in recruiting the desired directors, along with other suitable qualifications, and in accordance with the composition and structure of directors according to The Company’s business strategy. In addition, The Company also uses the Director Pool Database of the Thai Institute of Directors Association (IOD) to consider recruiting new directors with a transparent process, ensuring shareholder interest for the best interests of the organization, and meeting the needs of stakeholders.

DIVERSITY OF THE BOARD OF DIRECTORS

The Board of Directors is aware of the benefits of board diversity in the structure of the Board of Directors and, therefore, has prepared a form showing the composition and overall qualifications (the Skills Matrix) to determine the qualifications of directors to be recruited. By considering the necessary skills that are lacking, including suitable qualifications and being consistent with the composition and structure of the directors according to The Company’s business strategy, regardless of gender, age, race, religion, or any other differences.

Name-Surname	Other Compositions		The Board of Directors		Expertise / Knowledge / Experience						
	Gender	Age	Independent Director (ID)	Executive Director (ED)	Logistics Business	Business Administration	Finance and Accounting	Economics	Local Law	Political Science	Marketing
1. Mr. Krirkrai Jirapaet	M	80	/					/		/	
2. Mr. Woodtipong Moleechad	M	75	/		/			/			
3. Mr. Apichart Chirabandhu	M	65	/						/		
4. Mr. Vipoota Trakulhoon	M	57	/			/	/				/
5. Mr. Tipp Dalal	M	57		/	/	/					
6. Mr. Viraj Nobnomtham	M	57		/	/	/	/				
7. Mr. Thanut Thatayanon	M	53		/	/	/	/				
8. Mrs. Darunee Rakpongpi boon	F	52		/	/	/					/
9. Mr. Jirod Panacharas	M	50		/	/	/					/
10. Mr. Chalernsak Kanchanawarin	M	46		/	/	/					

Remark : The Company is currently in the process of considering the expertise, knowledge, and experience of additional sustainability development committee members in preparing the form showing the overall composition and qualifications of directors, which will be reported on further progress. The expertise in each area refers to the educational background, work experience, and assessment of the specific expertise of the directors.

ASSESSMENT OF THE PERFORMANCE OF THE BOARD OF DIRECTORS⁽²⁻²⁰⁾

The Company requires that the performance appraisal be conducted at least once a year, which is a self-assessment of the Board of Directors and individual performance to bring the assessment results and suggestions to the Board of Directors for consideration for further improvement and development.

	2020			2021			2022		
	All Committees	Individual Committee	Sub-Committee	All Committees	Individual Committee	Sub-Committee	All Committees	Individual Committee	Sub-Committee
Average Score (%)	98	100	99	98	100	99	100	100	99
Score Level	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent

The performance assessment criteria were divided into 5 levels as follows: 0 = Strongly Disagree or Take No Action on That Matter, 1 = Disagree or Take Little Action on That Matter, 2 = Agree or Have Been Conducted Fairly, 3 = Agree Quite Strongly or Have Been Well Conducted, 4 = Strongly Agree or Have Been Conducted Excellently. The assessment will be calculated as a percentage of the full score for each article, with scores greater than 80% = excellent, scores greater than 60% = good, scores greater than 40% = fair, and scores less than or equal to 40% = should improve.

POTENTIAL DEVELOPMENT OF THE BOARD OF DIRECTORS AND EXECUTIVES

The Company wishes to have its directors develop their knowledge, abilities, and expertise in performing their duties as directors in courses related to The Company's business and principles of good corporate governance. Which is beneficial to the performance of duties by encouraging directors to attend training with the Thai Institute of Directors Association and other related institutions. Including inviting experts and consultants to provide knowledge through training, meetings, and presentations that are beneficial to the business. During the years 2021-2022, the directors have attended training or seminar activities that increase their knowledge of working operations, for example:

No.	Course
2021	
1.	TLCA CFO Professional Development Program (TLCA CFO CPD) No. 1/2021 on the topic "Economic Update for CFOs" by Thai Listed Companies Association.
2.	TLCA CFO Professional Development Program No. 5/2021 on the topic "Fraud and Cyber Security Risk" by the Thai Listed Companies Association.
3.	TLCA CFO Professional Development Program (TLCA CFO CPD) No. 6/2021 on the topic "ESG Integration in Sustainable Investing" by Thai Listed Companies Association.
4.	"Business Model Reinvention: Prepare a New Business Model to Go After the Crisis" by the Stock Exchange of Thailand.
5.	"HR after COVID-19, We will Survive Together" by the Stock Exchange of Thailand.
6.	ESG Showcase Seminar on the topic "ESG Integration for Sustainability of The Siam Cement Public Company Limited" by the Thai Listed Companies Association.
7.	Training on the topic "Customer Insights: To Restore Sales after COVID-19 Crisis" by the Stock Exchange of Thailand.
8.	Training on the topic "Digital Transformation: Revolutionizing the Organization with Technology to Survive After COVID-19 Crisis" by the Stock Exchange of Thailand.
2022	
9.	TLCA CFO Professional Development Program (TLCA CFO CPD) No. 1/2022, on the topic "Upgrading the Quality of Financial Reports of Thai Listed Companies," via the online system by the Thai Listed Companies Association.
10.	TLCA CFO Professional Development Program (TLCA CFO CPD) No. 3/2022, on the topic "PDPA for Accounting and Finance," via the online system by the Thai Listed Companies Association.
11.	TLCA CFO Professional Development Program (TLCA CFO CPD) No. 4/2022 on the topic "Understanding Digital Assets and the Role of the CFO" via the online system by the Thai Listed Companies Association.
12.	Seminar on the topic "Integrating ESG into Business Strategy" via the online system by the Thai Registered Association.
13.	Seminar on the topic "Preparing for PDPA Enforcement for Company Secretaries" via the online system by the Thai Registered Association.
14.	Climate Action Program for the Chemical Industry (CAPCI): Training of Trainers (ToT) on the topic "Sustainable Chemistry and Climate Change" by the German Organization for International Cooperation (GIZ).
15.	Workshop activities on the topic "Strategies and Sustainable Organizational Development at the Executive Level."

REPORT ON THE IMPORTANT PERFORMANCE OF GOOD CORPORATE GOVERNANCE

During the year 2020-2022, the Board of Directors changed the organizational structure to cover the operations of subsidiaries and associated companies, by reviewing the policy, the Board of Directors' charter, the operating plan, and the employee handbook and agreeing to amend them to be in line with the Corporate Governance structure that is suitable for the business model of The Company. There are significant changes in the following areas:

- **A Summary of Major Changes and Developments in 2021**

1. Set Policies and Guidelines

Since The Company purposed the intention of become a member of the Thai Private Sector Collective Action Against Corruption (CAC) on February 23, 2021, the CAC requires The Company to implement policies and procedures (Anti-Corruption Principle and Policy) that are completely written according to the criteria. Therefore, The Company has issued policies and guidelines for compliance with relevant laws, regulations, and criteria, as follows:

- The Company has made improvements to the policy to comply with the policy and practice (Anti-Corruption Principle and Policy) of CAC as follows:
 - 1) Anti-Fraud and Anti-Corruption Policy
 - 2) Whistle-Blower Policy and Guidelines for Protection of Fraud and Corruption Whistle-Blower
 - 3) Policy on Governance and Management of Subsidiaries
 - 4) Policies and Guidelines for Social Responsibility, the Environment, and Good Governance
 - 5) Code of Conduct
- The Company has established new policies relating to participation in the CAC program and the Anti-Fraud and Anti-Corruption measures manual as follows:
 - 1) Political Neutrality Policy
 - 2) Government Employee Employment Policy
 - 3) Policies and Guidelines for Accepting and Giving Gifts, Receptions, or Other Benefits
 - 4) Policies and Measures for Taking Care of Stakeholders
 - 5) Handbook of Anti-Fraud and Corruption Measures

2. Establish a Personal Data Protection Policy to Comply with the Personal Data Protection Act of 2019

- **A Summary of Major Changes and Developments in 2022**

1. The Board of Directors has reviewed and revised the policies and guidelines, including the charter of the Board of Directors and sub-committees, to be appropriate and consistent with The Company's business operations as follows:

- Good Corporate Governance Policy
- Personal Information Protection Policy
- Whistle-Blower Policy and Guidelines for Protection of Fraud and Corruption Whistle-Blower
- Connected Transaction Policy
- Conflict of Interest Prevention Policy
- Board of Directors Charter
- Corporate Governance and Sustainable Development Committee Charter

2. The Board of Directors places importance on operations to create sustainable growth for the business under the concepts of environmental considerations, social responsibility, and good corporate governance (Environment-Social Governance). The Company, which aims to be one of the sustainable stocks of the Stock Exchange of Thailand (Thailand Sustainability Investment (THSI)), has prepared in various related areas. Including the determination of related policies as follows:

- Sustainable Development Policy
- Human Rights Policy
- Tax Policy

3. Consider revising the name of the Good Corporate Governance Committee to make it appropriate and consistent with the contents of the charter covering environmental, social, and good governance (Environment Social Governance).
4. Consider revising the performance assessment form for the Board of Directors and subcommittees, both as a group and individually, to be used as an assessment form for the performance of the Board of Directors and sub-committees for the year 2022.
5. The Board of Directors recognizes and places great importance on the development of corporate governance about the responsibilities of the Board. By setting a policy regarding the minimum number of quorums at the time the Board of Directors will vote in the Board of Directors' meeting, The Company must have at least two-thirds of the total number of directors. Therefore, the Board of Directors Charter has been revised to be in line with good corporate governance practices according to the Corporate Governance Survey of Thai Listed Companies conducted by the Thai Institute of Directors Association.
6. Submit The Company information to be assessed by an external agency as follows:

Corporate Governance Report of Thai Listed Companies 2021 (CGR): evaluated by the Thai Institute of Directors Association, in which, in 2022, The Company received a rating of 94% and was rated 5 stars (Excellent).

ACTIONS RELATED TO CORRUPTION ⁽²⁰⁵⁻¹⁾

The Company attaches importance to the supervision of compliance with Anti-Fraud and Anti-Corruption Guidelines to ensure transparency and fairness and build trust among stakeholders. Therefore, The Company announced its intention to become a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC) on February 23, 2021, and was certified as a member of the CAC of the Thai Private Sector on March 16, 2022, by the Thai Institute of Directors Association (IOD).

IMPLEMENTING GOOD CORPORATE GOVERNANCE PRINCIPLES FOR LISTED COMPANIES IN 2017

Triple i Logistics Public Company Limited ("The Company") and its subsidiaries have emphasized the application of good corporate governance principles for listed companies in 2017 (Corporate Governance Code 2017: CG Code 2017) that the Securities and Exchange Commission (SEC) has prepared and announced. In 2022, the Good Corporate Governance Committee reviewed the principles of good corporate governance for listed companies in 2017 at the Good Corporate Governance Committee Meeting No. 3/2022 on October 27, 2022, and presented them to the Board of Directors for consideration and acknowledgment.

ACTIONS RELATED TO SUSTAINABLE DEVELOPMENT

The Company is committed to conducting business sustainably through operational excellence and transparency, with the ultimate target of creating corporate sustainability for the long-term benefit of stakeholders throughout the value chain. The Company gives importance to operating businesses with social responsibility. Management is based on good governance and good corporate governance to achieve continuous economic growth and environmental consciousness. Therefore, it has provided practical training related to sustainable organizational development for directors, executives, and employees of The Company to help them realize the importance of sustainable development.

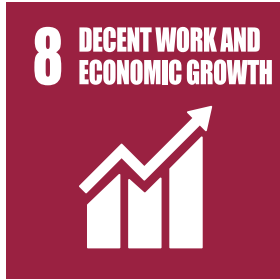
COMPLIANCE WITH THE PRINCIPLES OF GOOD CORPORATE GOVERNANCE IN OTHER MATTERS

Assessment of shareholders' meetings under the AGM Checklist by the Thai Investors Association to allow listed companies in Thailand to arrange shareholders' meetings in line with international standards through the criteria used in the assessment covering various procedures in the shareholders' meeting, where The Company received 100 AGM Checklist points.

Performance and Target ⁽²⁰⁵⁻³⁾

Operations Performance	2020	2021	2022	Target of the Year 2027
Corporate Governance Assessment (CGR)	5 Star Standard	5 Star Standard	5 Star Standard (for the 4th Year)	5 Star Standard
The Number of Significant Warnings or Findings from the Internal Audit Department	None	None	None	None

Finally, The Group is still determined to develop and strengthen from within through good corporate governance systems in accordance with international standards to drive the organization to become one that will result in the effective and efficient management of the organization and make it more agile. It also has the ability to adapt to changes in both economic and social aspects, as well as in competition, and is ready to expand the business to grow continuously and sustainably in the region.



ANTI-CORRUPTION POLICY ^(205-1, 205-2)

With adherence to the ethical framework and code of conduct for business operations, Triple i Logistics Public Company Limited (“the Company”) and its subsidiaries (collectively referred to as the “Group”) have clearly expressed their intentions in transparent business administration, responsibilities to social, environmental, and all relevant stakeholders. Therefore, the Official Anti-Corruption Policy was announced on November 9, 2021, to prevent any other benefits, or conducting activities that are unethical or circumventing the laws of the country, including in every country where The Company Group operates both directly and indirectly.

Scope of Reporting

Information on administration guidelines and performance in this report covers all operations of the Company’s divisions and its subsidiaries (collectively referred to as “the Group”) from January 2020 to December 2022.

Management Guidelines

To establish good norms in business operations that are fair, transparent, and verifiable to all stakeholders, The Company, therefore, adheres to the following guidelines.

- **For the announcement of the policy**, The Company has reviewed and updated the content along with the announcement of the Official Anti-Corruption Policy on November 9, 2021, as a guideline for executives and employees in The Company Group to strictly use as a guideline for their work. It is committed to being an organization that manages and operates with honesty, fairness, and verifiability under the principles of good corporate governance that The Company upholds and puts into practice in a concrete manner throughout past business operations (More policy content can be read at www.investor.iii-logistics.com/en).
- **Prepare a manual on anti-corruption measures** that correspond to the policy of the organization as well as prepare the measures in the form of an electronic file to be published on the website and public relations within the organization along with preparing a letter announcing guidelines against corruption to notify customers and business partners to be aware of thoroughly.
- **Define clear guidelines** and prepare “Definitions” or define the scope and actions that fall within the scope of corruption along with determining precautions for the following guidelines.
 - City Assistance
 - Charitable Donation
 - Payments for Sponsorships or Business Grants
 - Giving or Receiving Gifts and Reception
- **Set up training and testing plans** to understand the policy in which all committees, executives, and employees must attend training and pass the test without exception. The target is to have a test score of more than 80%.
- **Set up reviews and risk assessments** from operations and review of the anti-corruption policy to promote operations with integrity annually.
- **Set up a risk assessment and administration plan** within the business group of The Company Group that may affect the decision of investors and the operation of The Company Group.
- **Set up a transparent financial reporting mechanism** from transactions within The Company Group.
- **Set up a mechanism to protect the information providers** and set up guidelines for investigation and punishment.
- **Define the roles** of all executives and employees to help monitor actions or behaviors that are considered fraudulent and corrupt The Company’s committed to driving such practices as part of the corporate culture and cultivating concrete anti-corruption values.
- **Establish communication channels** and raise awareness and understanding of the complaint handling process through sending a letter to the recipient of the complaint or electronic mailing to whistleblowing@iii-logistics.com or

The Company's website and/or complaint box which will be sent directly to the director or the Legal and Corporate Governance Department, as the case may be, for fair procedures. There are also measures to protect the rights of whistle-blowers and those who cooperate in the investigation in all cases.

Determining the Scope and Actions That Fall Within the Scope of Corruption

The Group has set the scope and actions that fall within the scope of corruption as follows:

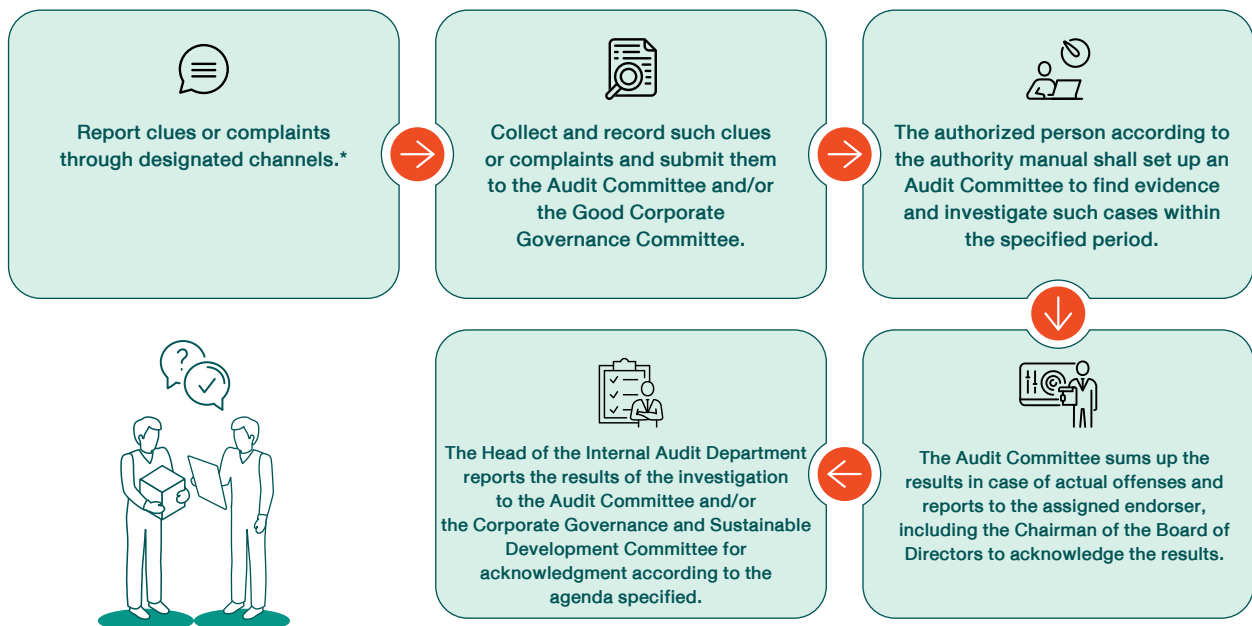
1. "Bribery" whether directly or indirectly to obtain or maintain the business or any other benefits that are inappropriate for the business.
2. Receiving-giving gifts, receptions, sponsorships, or donations of money, property, objects, or any other forms which may lead to fraud and/or corruption risks.
3. "Corruption Payment or Payment of Fraudulent Benefits" directly from the organization or group of organizations or through customers/business partners, or third parties for any benefit.
4. "Conflict of interest" whether it be personal benefits, family, or relatives that affect decision-making or unable to perform duties impartially.
5. A small expense that is paid informally to a government official and is given solely to ensure that the government officials follow the process or to encourage it to speed up, the process does not require the discretion of government officials and is an act of duty in exchange for "Facilitation".
6. Acts through financial transactions that are not transparent and there is no evidence to verify.
7. Claims for rewards, sponsorships, shares, kickbacks, trade bribes, bonuses, or any other form that is not straightforward, or influencing business decisions.
8. Political contributions are in the form of financial contributions or acts that are considered to support political activities either directly or indirectly.

Roles and Responsibilities of the Board of Directors, Executives, and Employees

Roles and Responsibilities in Brief	
1. The Chairman of the Board of Directors	<ul style="list-style-type: none"> • The Chairman of the Board of Directors appoints the Chairman of the Audit Committee or the Chairman of the Good Corporate Governance and Sustainable Development Committee to consider the risk administration policy arising from corruption related to the form and environment of the business group and organizational culture. Provide assessments and reviews of financial and accounting reporting systems, internal control systems, internal audit systems, and risk administration systems, including reviewing the policy. • Raise awareness and understanding among the Board of Directors, executives, employees, business partners, and shareholders regarding the anti-corruption policy through various channels as appropriate and including various activities of The Company Group as well as behave as a good role model.
2. The Board of Directors	<ul style="list-style-type: none"> • Set measures and supervise to ensure that there's a system that supports anti-corruption efficiently to ensure the administration team realizes and places importance on anti-corruption. • Encourage it to be cultivated so it can be the culture of the organization for executives and all employees in the organization to understand and recognize the importance of problems caused by corruption as well as behaving as a good role model.
3. The Audit Committee	<ul style="list-style-type: none"> • Consider the anti-corruption policy received by the Administration Committee to be suitable for the business model, The Company environment, and organizational culture. • Consider and review the appropriateness of changes in the anti-corruption policy received from the Administration Committee. • Review the financial and accounting reporting system, internal control system, internal audit system, and risk administration system to ensure that it meets international standards and is concise, appropriate, modern, and efficient. • Receive reports of misconduct or fraud and corruption in which people in the organization are involved and verify the facts as informed and propose the matter to the Administration Committee to jointly consider the punishment or fix such problems.

Roles and Responsibilities in Brief	
4. The Internal Audit Department	<ul style="list-style-type: none"> • Check and review the operation according to the internal audit plan that has been set to ensure it is correct and in accordance with the policy, guidelines, operational authority, regulations, terms, and laws to ensure that there is a control system that is appropriate and adequate to the risk of corruption that may occur and report to the Audit Committee. • Perform duties as assigned by the Audit Committee in regard to investigating corruption related to the organization in addition to the internal audit plan that has been set.
5. The Management Committee and Chief Executive Officer	<ul style="list-style-type: none"> • Assist the Audit Committee in investigating facts as informed or assigned by the Audit Committee regarding corruption investigations. Tasks can be delegated to the administration team that can help ascertain the facts. • Set strategies for instilling organizational culture and a concrete anti-corruption action plan along with monitoring, assessing, and reviewing performance. • Set measures and processes to deal with incidents caused by corruption as well as review the appropriateness of the system and various measures, including the anti-corruption policy to be appropriate and consistent with changes in business, regulations, and legal requirements. • Behave and act as a good role model for employees. • Set up the administration of the learning and communication process to create awareness and understanding for all employees. <p>Remark: In the event that the offender is a top executive, the Administration Committee considers the punishment which must be discussed with the Audit Committee and/or the Good Corporate Governance and Sustainable Development Committee</p>
6. Employees	<ul style="list-style-type: none"> • Strictly adhere to and use as a guideline against corruption. • Do not ignore when witnessing events or actions that are considered corruption and proceed to report clues according to the specified process. • Cultivate the concept of honesty in oneself and colleagues. Do not participate, support, or interfere with actions or events that are considered corrupt.

Whistle-Blowing and Complaint Process



Remark: For the scope and guidelines of all the Board of Directors, executives, and employees, including complete complaint channels, interested parties can read more details at The Company's website <https://investor.iii-logistics.com/en> under the topic "Anti-Corruption Policy and Whistleblowing Policy and Guidelines for Protection of Corruption Whistleblowers".



*Channels for receiving whistleblowing and complaints

Complaint by letter:

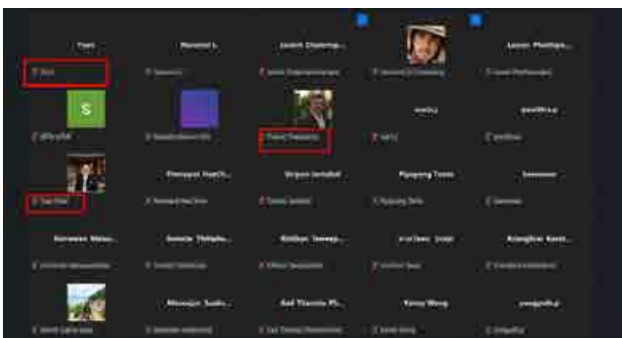
Triple i Logistics Public Company Limited
No. 628, 3rd Floor, Triple I Building, Soi KlabChom,
Nonsee Road, Chongnonsee Sub-district,
Yannawa District, Bangkok 10120

- Complaints and suggestions box
- e-Mail : whistleblowing@iii-logistics.com
- Website : www.iii-logistics.com
- Complaint by oral: Corporate Governance Manager

Anti-corruption Performance of the Organization ⁽²⁰⁵⁻²⁾

With the determination to be one of the best organizations in good corporate governance which focuses on honest, fair, transparent, and verifiable business operations, an operation that is in line with the anti-corruption policy is one of the main challenging missions that the organization aims for concrete success until it becomes an organizational culture that is instilled in the DNA of every Triple i employee who can build strength from within the organization and ready to receive sustainable business growth of The Group.

In 2021, The Company has considered and approved the signing of the declaration of intent to join the “CAC: Thai Private Sector Collective Action Against Corruption” by the Thai Institute of Directors Association (IOD) on February 23, 2021, along with providing communications to the Board of Directors, executives, and all employees in The Company Group to acknowledge and understand through the training on the topic “Promoting Understanding of Anti-Corruption” with a hybrid conference system that trainees can attend both at the training room of The Company and online system to facilitate employees who are not stationed at the head office to be able to attend the training. The total number of people who attended the training, including the Board of Directors, executives, and employees, is 124 person or 98% of the total number of the Board of Directors, executives, and all employees on October 29, 2021. The Company aims for all the Board of Directors, executives, and employees in The Company Group to acknowledge this intention. Therefore, anti-corruption content is determined in the annual training and the orientation of new employees from 2021 onwards so that all employees in The Group are aware of and participate in the operations according to the aforementioned intentions.



Training “Promotion of Understanding in Anti-corruption” on October 29, 2021

In addition, in 2022, The Company with the responsible agencies has publicized the declaration of The Company's intention and invited customers and key business partners to join "The Thai Private Sector Collective Action Against Corruption: CAC" via electronic mail (e-Mail), which is in accordance with the objectives of the intention to participate in this time.

Anti-Corruption Performance ⁽²⁰⁵⁻³⁾

Issue	2020	2021	2022	Target of the Year 2027
The proportion of trainees who have at least 80% of the scores for passing the test	-	98	100	100
The proportion of inviting key customers and business partners to join CAC	-	100	100	100
The proportion of notifying key business partners of the No-Gift Policy	-	100	100	100
The number of significant complaints about wrongdoings that fall within the scope of corruption	0	0	0	0
Application status for members of the Thailand Private Sector Collective Action Coalition against Corruption: CAC)	-	Declare the intention to participate and comply with the requirements of the CAC	Proceed to apply for certification from CAC requirement of the CAC	Renew certification





CODE OF CONDUCT (205-1, 205-2, 205-3)

One of the determinations of Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries (collectively referred to as the “Group”) in operating fairly and responsibly for the environment and society is to create sustainable value for allies and partners, including creating the utmost benefits and satisfaction to customers as well as building the worthwhile confidence for shareholders and investors.

The operations of the Company Group, comprising 7 subsidiaries, are necessary to follow up and supervise along with controlling the authorities in the Group in accordance with the management structure, process, and composition of good corporate governance under the corporate governance policy to manage the subsidiaries. This leads to the capacity increase within the Group, the integration between the subsidiaries, and the readiness to grow in new businesses. This is an important factor in the sustainably overall success of a complete logistics business.

The Company has the Board of Directors and sub-committees to oversee the operations according to the organization’s strategy, combining concepts that cover sustainable development in all 3 areas under international practices, to support the UN Sustainable Development Goals (UNSDGs) which are economy, society, and environment as its is an organization responsible for the environment and society as a whole.

Scope of Reporting

Information of management guidelines and performance in this report covers all operations of the Company and its subsidiaries (collectively referred to as the “Group”) from January 2020 to December 2022.

Management Guidelines

The Group started from the business of being a freight sales agent for the navigation line. Later, the business expanded to cover the product transportation of sea and land, including other logistics services such as warehouses and distribution business for general products, chemicals, and dangerous products. As a result, the Company has held the number-one market share at the Don Mueang warehouse for many years. In addition, the Group is one of the specific market leaders, such as logistics businesses for chemicals and dangerous products, which are highly valued markets with few competitors because of its experience and expertise in complete transportation. Moreover, the Group has developed new services through investments in businesses related to domestic and overseas logistics in order to expand its service capability to be more consistent with the needs of customers. This makes its name “Triple i Logistics Public Company Limited” a strong and famous organization well-known for delivering logistics services that are suitable for customers with a variety of needs, according to the mission of the organization.

In this regard, It has determined to develop the Group to grow into a full-range logistics service in the regions of Asia and be able to provide services to the needs of customers in all aspects. In particular, the expansion of the international business network can affect the business value chain, including the surrounding stakeholders. As a result, the Board of Directors is aware of the business operations with responsibility and a good corporate system so that the roles of the Board, the management division, and all employees in the organization is determined to be the direction of operations, supervision, and guidelines for the entire Group through related policies and the code of conduct, as follows:

1. Good Corporate Governance Policy

- 1.1 Determine roles, duties, and responsibilities of the Board of Directors, sub-committees, executives, and employees at all levels clearly, as well as provide the fair treatment guidelines to shareholders.
- 1.2 Require clear and unified policies, regulations, and rules by determining the corporate governance policy to oversee the subsidiaries in the same standard for the whole organization.
- 1.3 Determine the appropriate checks and balances, not allowing the opportunity to use the authority illegally even if the Company merges and is a major shareholder.
- 1.4 Open channels to notify and receive news for stakeholders to be able to acknowledge information correctly and fairly, together with channels to report clues and processes to deal with corruption or any actions that are negatively affecting the organization.

- 1.5 Define the “Code of Conduct” as part of the regulations and rules that the Board, executives, and employees must adhere to and implement with honesty and caution. Also, specify the best practices for all relevant groups of stakeholders as well as the consideration process and punishment for offenders or those violating laws, regulations, and articles of association of the Group.
- 1.6 Set up the effective and efficient internal control system for the operations with the accurate, reliable, accountable, and transparent operational processes that can prevent internal data leakage; or disclose the correct information timely, which is beneficial to shareholders or the public to use as study references.
- 1.7 Set up the method to assess, manage, and control risks in each subsidiary, especially the risks from external factors such as technology changes, emerging diseases, or international political or economic situations that unexpectedly affect the operations of the Group and the global economy.
- 1.8 Set up internal inspections to screen the risks caused by both internal and external factors, especially financial risk from investment in new businesses or business expansion, as well as control the operations of the Group to achieve the goal of increasing confidence among shareholders and investors.
- 1.9 Require the Group to be responsible for the environment and society by integrating sustainable organization development strategies with the organization’s development and business plan.

This is to develop the organization to be honest, fair, transparent, and accountable, as well as build confidence among stakeholders, the Board of Directors, and the Corporate Governance and Sustainable Development Committee as part of their responsibilities to supervise the policy and operations strategies, including monitoring and evaluating the operations. It is committed to promoting and supporting the relevant policies to achieve concrete practices. At the same time, the code of conduct is prepared for personnel and relevant parties to use as a guideline and follow strictly.

2. Code of Conduct

The Board of Directors has been reviewed, improved, and officially announced on November 9, 2021. It is considered an important policy and guideline of good corporate governance, covering the best practices for directors, executives, consultants, and all employees in the Company Group to strictly adhere to and follow. Its brief details are as follows:

- 2.1 Best practices for directors, executives, and consultants
- 2.2 Best practices for the Group’s employees towards themselves, their colleagues, and organizations
- 2.3 Respect freedom and human rights with non-discrimination. Select, supervise, and evaluate performance, and provide appropriate remuneration and welfare to employees at all levels.
- 2.4 Cultivate awareness of social, resources, and environmental responsibility, as well as comply with relevant laws for health and well-being, stability, and safety for sustainable development.
- 2.5 Accepting or providing other assets or benefits should be in accordance with the criteria specified by the Company Group with transparency. (Please see more information at “Policy and guidelines for receiving, giving, entertaining, or other benefits”)
- 2.6 Finding benefits from the personal relationships of executives, and employees with business partners or competitors, or the relationships that may cause conflicts that affect the Group’s business operations (Please see more information at “Policy regarding the prevention of conflicts of interest”.)
- 2.7 Prevent information from leaking to the Group’s securities trading by avoiding disclosing insider information or expressing opinions that may affect the Company’s share price. (Please see more information at “Insider trading prevention policy”.)
- 2.8 Maintain discipline and respect relevant laws, regulations, policies, and guidelines for the code of conduct strictly such as anti-corruption, receiving or giving gifts, entertaining, or other benefits, as well as respect for human rights. If an act is found to be at risk of the incidents, please report the clues of the offense to the Company. (Please see more information at “Policy and guidelines for corruption clues and whistle-blower protection”.)
- 2.9 Control, maintain the use of information, and protect intellectual property according to the rules, regulations, articles of laws, and in accordance with the code of conduct of the organization for the utmost benefit to the Group. (Please see more information at “Computer and information security policy”.)
- 2.10 Treat customers with quality and safety. Maintain products and services in accordance with agreements. Set up the process to receive complaints and solve problems in a timely manner.

- 2.11 Comply with conditions, agreements, negotiations, and contracts with fairness; procure in good faith, fairness, transparency, and accountability; not use illegal labors; etc. Establish measures to hire government employees to prevent conflicts of interest. (Please see more information at “State employee hiring policy”.)
- 2.12 Treat the trade competitors by not attacking competitors, not looking for information to find trade secrets, or eliminating commercial competitors with dishonest methods.
- 2.13 Set up the consideration process and penalties for any actions violating laws, regulations, or the organizational articles of association that are committed by directors, executives, and all employees.

Remark: Those interested can see more details at <https://investor.iii-logistics.com/en> on the topic “Code of Conduct”.

Defining Roles, Responsibilities, and Communication Channels

- Determine the good corporate governance structure, stipulate the appointment of the Good Corporate Governance and Sustainable Development Committee (sub-committee), and create guidelines to be consistent and in the same direction throughout the whole organization.
- Set up the policy and guidelines regarding directors and executives, organizational management, and treatment guidelines to stakeholders by issuing the code of conduct for employees, directors, and executives to adopt in the same direction.
- Review the important issues of related policies and guidelines every year, disseminate and communicate them to employees within the Group annually through the internal public relations such as an announcement, training or seminar, the organization’s website, annual report, and other internal communication channels as appropriate.
- Organize training to disseminate the code of conduct as a guideline for new employees through orientation training, and require online training to review knowledge and understanding of executives and employees with electronic tests every year.
- Provide various channels for stakeholders to complain such as the organization’s website, e-Mail: whistleblowing@iii-logistics.com, and/or the complaint and suggestion boxes of the Group in every issue that is unrighteous or tends to be at risk of corruption.
- Require that internal audit unit is responsible for supervising, monitoring, and evaluating in 3 main areas, as follows:
 1. **Trade Partners and Joint Ventures:** New partners registration, fair business agreements, appropriate returns, procurement reviews, or improved procurement regulations, including respect for intellectual property
 2. **Shareholders and Co-Investors:** Investment returns, business stability and growth, and assessment of the risk of investment or financial activities to prevent money laundering or using the wrong type of money (Please see more details about dividends to shareholders at the “Dividend payment policy of the Company”.)
 3. **Information Safety:** Control, inspect, and report to prevent damage from attacks or threats on the organization’s information system and the leakage of corporate information in all activities, including the use of personal data protection policies and computer security policies in the organization. (Please see more information at “Computer and information safety policy and personal data protection policy”.)

Performance on Creating Awareness and Understanding of Code of Conduct

The Company requires that all executives and employees of the Group have been trained and reviewed on their understanding of the code of conduct through annual training together with the specified criteria as follows:

- Trainees must not be less than 100 percent of all employees.
- The minimum score must not be less than 90 percent or above in accordance with the organization’s key performance indicators (KPIs)*.

Remark: * The KPIs are set in the human resource development plan (draft) to be in line with sustainable organization development strategies in 2022.

Table 1: Performance Summary on Creating Awareness and Understanding of the Code of Conduct ⁽²⁰⁵⁻²⁾

Year	2020	2021	2022	Targets for 2027
1. Executives and Employees				
• Proportion of trainees (percent)	ND	98	100	100
• Score results (percent)	ND	ND	ND	> 90
2. New Employees				
• Proportion of trainees (percent)	ND	100	100	100
• Score results (percent)	ND	ND	ND	> 90

Remark: 1. In 2020, the Group did not formally record this information; therefore, there is no performance report.

2. ND because the Company has not provided the performance test before and after the training; therefore, there is no report of the said information.



3. Data Protection and Information System ⁽⁴¹⁸⁻¹⁾

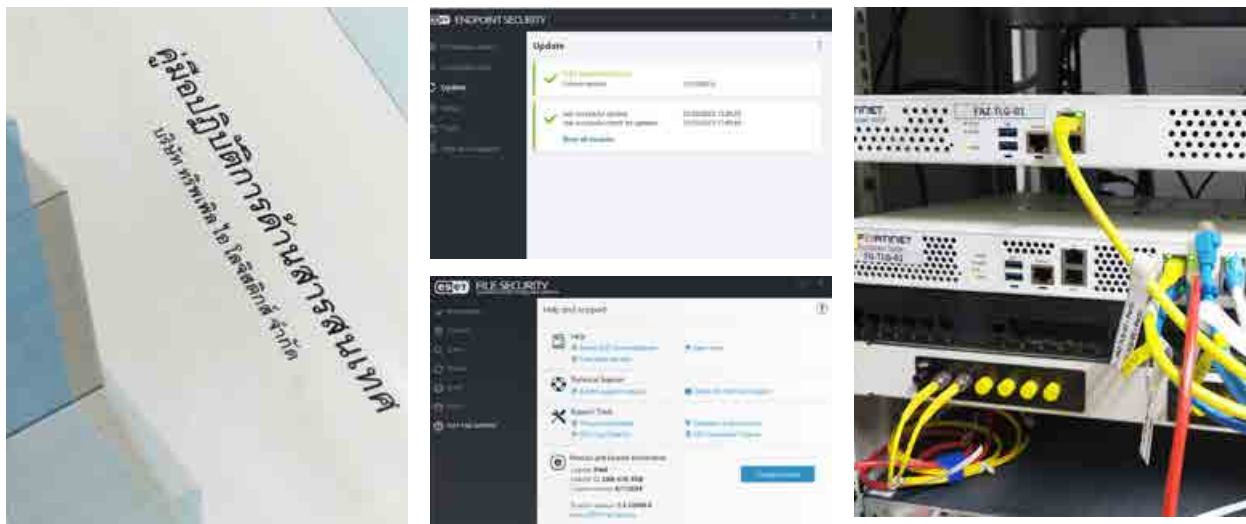
The Group has given importance to the protection of personal information by establishing the computer and information security policy as well as the data safety and security management, whether it is a violation of personal information or leakage of business data from cyber disasters or from not being careful when transferring data within the Group which may affect the reputation and credibility of the organization among all stakeholders. Computer safety management is under the Information Technology Department (IT Department), which is responsible for protecting information data, including technology and communication systems within the organization that must be used through information equipment, network security such as virus attacks or hacker attacks, access control of servers and the organization's network system such as requesting to use the network, wireless networks (Wi-Fi), VPN (Network), etc., The responsibility includes storing data on servers, taking care of databases on servers, and recovering the system and database when emergencies arise.

Operating Guidelines

The prevention of threats to the electronic assets of the organization plays an important role in collecting, storing, and transferring data as well as transactions on smartphones, computers, and network levels. In this regard, the application of the correct tools and processes will reduce the risk and help cope with the attack carefully. All employees in the organization is the first group that should be aware of and understand standards and legal measures as follows:

- Computer-Related Crime Act B.E. 2560
- Cyber Security Act
- Personal Data Protection Act (PDPA)
- ISO 27001 Safety Standards (Data Safety Management System)

In this regard, the Group has had network security inspected by the internal audit (IA) to find a loophole that may pose a risk and how to close the vulnerability to raise awareness among all employees. The Group has, therefore, provided learning channels through supervision and training by giving the basic knowledge of personal data protection law for executives and employees at all levels.



Performance on Data Protection and Information System

1. Install the network security for cloud computing and the application security for product transportation and delivery systems such as tracking systems for vehicles or DTC Network System, etc.
2. Issue the policy on computer security and information systems, effective from March 21, 2017. Review the personal data protection policy, effective from June 23, 2022.
3. Prepare an information manual.
4. Organize training activities to provide basic knowledge of PDPA in Action for executives and all employees to understand the essence of the Personal Data Protection Act B.E. 2562.
5. Specify the Information Technology Department (IT Department) to be a network administrator by using the policy of access to the level of data, the use of firewall and virus protection software, physical safety management, and an emergency response plan from external attacks or other events beyond control.

Prior to the official announcement of the Personal Data Protection Act on June 1, 2022, the Company did not store and record any cyber insecurity incidents in a formative manner. However, the Company has begun to comply with the law since it is effective, and has not find any cyber insecurity incidents or events to seek benefits from any other significant personal information. In this regard, the organization has considered the impact of new risk factors and threats from cyber threats; therefore, it requires to assess the risks, improve the guidelines, prepare the support plans, and invest in information technology systems to prevent data security issues that may significantly affect business competitiveness and opportunities in the next 3–5 years.

Table 2: Performance Summary on Data Protection and Information System

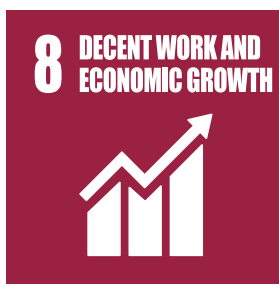
Key Indicators	2020	2021	2022	Targets for 2027
Number of cyber insecurity incidents	ND	ND	0	0
Number of significant personal data exploitation incidents	ND	ND	0	0

Remark: ND because no data is collected, and the Company started tracking and collecting data in the system in 2022.

Table 3: Overall Performance Summary on Prevention of Actions or Incidents From Violating the Code of Conduct ^(205-3,206-1)

Actions or Incidents From Violating the Code of Conduct	Unit	2020	2021	2022	Targets for 2027
Number of complaints from significant violations of the code of conduct					
• Actions causing harm to the health and safety of the community or the environment	Time	0	0	0	0
• Intentional acts resulting in damage or loss of benefits to the Company	Time	0	0	0	0
• Acts causing significant monopoly and unfair trade competition ⁽²⁰⁶⁻¹⁾	Time	0	0	0	0
• Acts encouraging offenses	Time	0	0	0	0
Number of complaints resolved through the dispute resolution process	Time	0	0	0	0

In 2022, the Company began to study various factors that may cause actions or events arising from violations or non-compliance with the code of conduct. They are the risk factors that must be defined in corporate risk considerations by indicating risk levels and managing processes in line with the Sustainability Reporting Standards (GRI) with the aim to reduce organizational risks in all aspects for further sustainable organizational development ⁽²⁰⁵⁻²⁾



HUMAN RIGHTS ^(408-1,409-1)

As a leading Company Group operating comprehensive logistics both domestically and internationally, it has always been aware of and given importance to human rights issues in business operations. According to the sustainable business development goals of the organization, various activities within the business value chain that affects stakeholders both inside and outside the organization must not violate human rights in any way as specified in the human rights policy which all executives and employees of the organization adhere to as a code of conduct.

Scope of Reporting

Information on management guidelines and performance in this report covers all operations of the Company and its subsidiaries (collectively referred to as the the "Group") from January 2020 to December 2022.

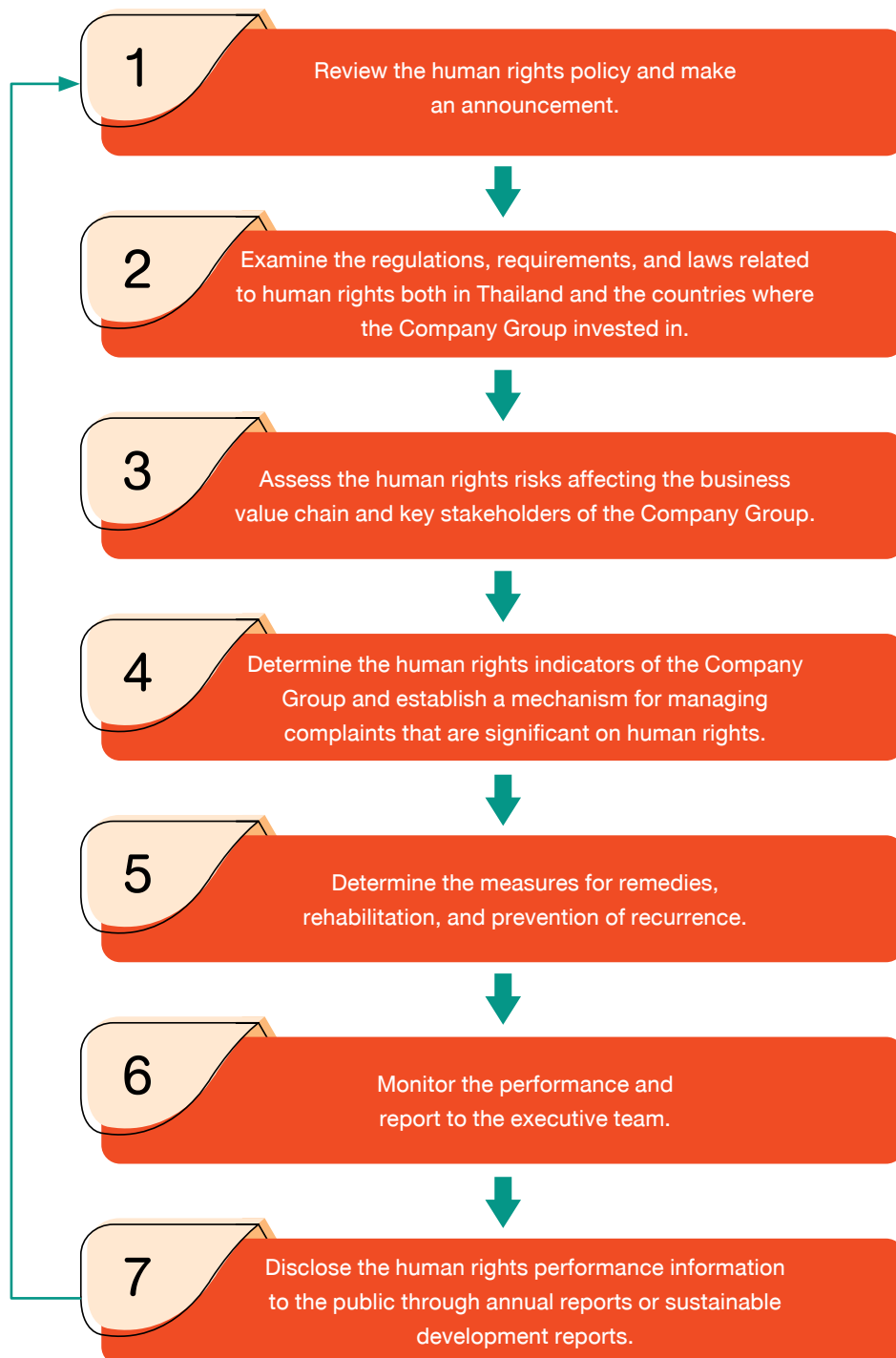
Management Guidelines

From the value chain of the Group, it is necessary to work with key stakeholder groups such as customers, business allies, and business partners with a diversity of races, religions, and languages. Therefore, the Human Rights Policy has been drafted and announced by adhering to international guiding principles, such as the Universal Declaration of Human Rights UDHR), the United Nations Global Compact (UNGC), the UN Guiding Principles on Business and Human Rights, and the labor laws of all countries in which the Company Group have co-invested in. The operating guidelines of the Company Group focus on rights, freedom, equality, and dignity of human without discrimination based on gender, race, religion, or skin color in order to prevent and avoid human rights violations of employees, customers, business partners, contractors, communities, including a vulnerable group such as children, women, the elderly, people with disabilities, etc. The details are as follows:

- Respect and obey the law and principles of human rights to all individuals equally. Respect each other without discrimination on differences in race, origin, religion, belief, gender diversity, skin color, language, ethnicity, social status, or any other status to all stakeholders in all areas where the Group operates the business in.
- Exercise caution in performing duties to prevent risks of human rights violations in business operations both directly and indirectly to all stakeholders.
- Identify and assess risks and impact on human rights in business activities in a comprehensive and systematic manner, including being consistent in all business activities of the Group and throughout the value chain with guidelines for monitoring, inspecting, and managing appropriately. When force majeure occurs, it must consider the responsibilities as soon as possible, including providing appropriate and effective remedial and mitigation processes in accordance with the principles of justice and equality.
- Support and promote human rights among all stakeholders in all forms by requiring participating, respecting, and complying with human rights principles.
- Communicate, disseminate, educate, understand, set guidelines, and provide any other support to those involved in conducting business throughout the business value chain, namely all employees in the Group, suppliers of goods and services, contractors, as well as joint ventures to participate in operating business with moral and respect for human rights and treat everyone according to human rights principles. This policy includes no employment of child labor under the legal age or forced labor within the Company Group or within the Group's supply chain.
- Encourage employees to exercise their rights as constitutional and legal citizens.
- Oversee on respecting human rights. Do not neglect or ignore when witnessing actions that fall within the scope of human rights violations related to the Company Group. Such actions must be reported to supervisors or responsible persons for acknowledgement and cooperating in investigating various facts. If there are any questions or inquiries, consult with supervisors or responsible persons through various specified channels.
- Provide fairness and protection to individuals who report human rights violations related to the Group by using measures to protect complainants or those who cooperate in reporting human rights violations according to the Company has specified in the whistleblowing policy or complaints of corruption.
- Develop and implement the human rights due diligence processes continuously to identify the risk of human rights violations. Define affected groups or individuals. Plan and determine guidelines for solving and preventing human rights violations. Solve and prevent human rights violations and inspect and monitor for the results by providing an appropriate mitigation process in case of human rights violations.
- Be committed to creating and maintaining a corporate culture of respect for human rights according to the human rights policy.
- The parties violating the human rights which are against the Company's ethics must be considered disciplinary action according to the established regulations. In addition, they may be punished by laws if the action is illegal.



HUMAN RIGHTS OPERATION PROCEDURES OF THE GROUP



Performance

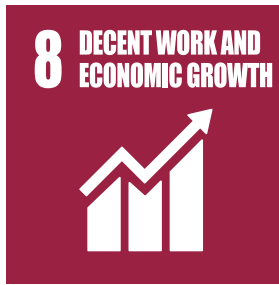
In 2022, the Group has established measures to reduce and control human rights risks and communicated to raise awareness to all relevant stakeholders about the importance of the Company's human rights guidelines. The performance are as follows:

- The number of significant human rights violations is zero. There were no complaints about unfair employment practices or discrimination or harassment in any form or work safety in any way.
- Provide a place for religious activities of employees and recruit employees without gender bias, etc.
- Provide channels for all groups of stakeholders to complain about the operation or being affected on human rights through the Company Group's website and a complaint box set up at the corporate office. There are measures to remedy, alleviate, or resolve the impacts that occur fairly.
- Communicate to directors, executives, and employees at all levels in the Group to have awareness and understand more about human rights through communication channels within the organization regularly.
- Respect differences and equality. The Group has given importance to and supported the concept of diversity in race, language, culture, economic and social background, disability, gender. The Group has, also, recognized the value of differences and developed an open human resource recruitment policy for the LGBTQ+ community.
- Promote women workers and encourage female employees to take 98 days of full maternity leave according to the labor law and provide a place for breastfeeding during working hours.
- For freedom of association and collectively negotiate, the Group realizes that the employees have freedom and right to associate and conduct negotiations or join to defend their rights. At the same time, the organization will listen to the opinions of employees by ensuring that the rights claimed by employees will be considered, assessed to find the conclusion, and treated appropriately.

Consistency and Goals in Human Rights Issues

Human Rights Issues (UNSDGs)	Sustainability Goals to Be Developed by 2027
<p>SDG 3: Good Health and Wellbeing</p> 	<ul style="list-style-type: none"> • Promote for office space and warehouses to be safe and have good hygiene. Provide welfare that is conducive to good work. • Implement quick and effective responses to incidents that have an impact on the environment, the health of employees, and surrounding communities, as well as create awareness of social and environmental responsibility.
<p>SDG 8: Valuable Work and Growing Economy</p> 	<ul style="list-style-type: none"> • Set remuneration in line with skills, knowledge, and abilities. Conduct fair assessments at all levels of employment which is the same standard for the entire of the Company Group. • Develop employees with the same standard throughout the organization as well as respond to the needs of customers quickly and completely. Raise awareness of respect for human rights together with business partners. • Establish succession plans in positions that are important at the executive level and above. • Provide a safe transport management system to have zero accident.
<p>SDG 10: Respecting Differences and Reducing Inequality</p> 	<ul style="list-style-type: none"> • Determine a fair, suitable, and competitive compensation structure. • Do not discriminate against gender, age, race, religion, skin color, or language. Do not allow oneself or others to seek benefits within the Company Group. Treat business partners and/or creditors equally, including purchasing in a fair manner and arranging fair labor. • Work with equality without discriminate among groups, generations, or institutions in working, promotion, or demotion, termination of employment due to gender differences. Do not discriminate against women workers, including not employing child labor and forced labor.

ECONOMIC DISTRIBUTION (201-1, 201-2, 201-4, 207-4)









Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries (collectively referred to as the “Group”) operate business in order to create stability for all stakeholders related to the business by not only focusing on earning income but also focusing on creating participation to the community, society and stakeholders as the Group believes that true sustainability shall come from the exchange of knowledge and sharing with each other.

Scope of Reporting

Information on management approaches and results of operations in this report covers the operations of all departments of the Company and its subsidiaries that the Company holding more than 99% of shares (collectively referred to as the “Group”) from January 2020 to December 2022.

Management Guidelines

The Company has a working principle that focuses on responding to the work experience of employees and customer expectations according to business philosophy in order to create economic value for all stakeholders, such as dividend payment to shareholders, investment in community and social development, improving the quality of life of employees, etc. Therefore, in order to create stable economic value for stakeholders, the Company focuses on compliance with rules and regulations both internationally, nationally and social level, for example, payment of taxes or fees to the government or local authorities in full, hiring local workers to distribute income to communities surrounding the Company’s operation areas, etc. The Company has considered the creation of economic value in accordance with each stakeholder group as follows:

Stakeholders	Economic Benefits
Business partners and contractors 	<ul style="list-style-type: none"> • Other operating expenses (excluding main suppliers)
Employees 	<ul style="list-style-type: none"> • Salary, wages and benefits • Provident fund contributions • Employee development expenses
Financial institutions 	<ul style="list-style-type: none"> • Interests • Financial expenses
Shareholders 	<ul style="list-style-type: none"> • Dividends
Public Sector 	<ul style="list-style-type: none"> • Government fees • Corporate income tax • Local maintenance tax • Property tax • Special business tax and other taxes
Community 	<ul style="list-style-type: none"> • Budget for social activities

Performance Result

In 2022, the Company had a total sales revenue of Baht 2,788.79 million, mainly deducting expenses for the main business partners, leaving a gross profit of Baht 611.52 million and when combined with the profit from the share of investments of the business equal to Baht 1,235.47 million, with the distribution of economic value to stakeholders (including dividends) in the amount of Baht 896.15 million, thus having the residual economic value of Baht 339.32 million.

Economic Value Creation	Economic value distributed to relevant stakeholders (Baht: million)	2020	2021	2022
Economic value distribution	Dividends (Million Baht)	60.13	247.15	391.61
	Operating expenses (Million Baht) ⁽¹⁾	31.24	30.32	68.33
	Employees expenses (Million Baht) ⁽²⁾	285.86	329.63	325.45
	Financial cost (Million Baht) ⁽³⁾	31.43	28.03	33.66
	Government expenses (Million Baht) ⁽⁴⁾	16.68	62.05	76.05
	Community and social development investments (Million Baht) ⁽⁵⁾	0.33	1.05	1.06
	Environmental investment (Million Baht) ⁽⁶⁾	-	-	-
Economic value Balance (Million Baht)		43.85	41.94	339.32

Remark:

⁽¹⁾ Consists of expenses for business partners and contractors (excluding main suppliers).

⁽²⁾ Consists of salary, wages, welfare, contributions to the provident fund, and cost of employee development.

⁽³⁾ Consists of interest expenses and financial expenses.

⁽⁴⁾ Consists of government expenditures, corporate income tax, local maintenance tax, property tax, specific business tax and other taxes.

⁽⁵⁾ Consists of community development and social responsibility activities.

⁽⁶⁾ Consists of environmental management expenses.

Performance Summary

	2020	2021	2022	2027 Goals
Proportion of dividend payment from net profit according to the separate financial statements	47.20%	50.79%	83.69%	Not less than 40%

Remark: The rate of dividend payment is subject to cash flow and investment of the Company and its subsidiaries, including legal restrictions and other necessities.



RISK MANAGEMENT AND BUSINESS CONTINUITY MANAGEMENT (2-16, 201-2, 201-4, 205-1, 207-2)



Risk is a factor arising from changes in strategy, finance, operations, rules, regulations, and relevant laws that directly and indirectly affect business operations both positively and negatively. There are also emerging risks that occur throughout the business. Therefore, it is necessary to have a system for managing and monitoring risks to reduce the chance of damage that may occur. At the same time, it will increase business opportunities for the Company in the future.

In addition, to build confidence among stakeholders towards the Company's operations and reduce the impact of risks arising from uncontrollable external factors, the Company focuses on the importance of business continuity management so that the business operations can continue without interruption. It prevents damage that may occur to the business in the future and creates a way to increase the capacity of the organization to be flexible and ready to respond and protect the benefits of stakeholders, reputation, and image of the organization effectively.

Scope of Reporting

Information on management guidelines and performance in this report covers the operations of all departments of the Company and its subsidiaries that the Company holds more than 99 percent of shares (collectively referred to as the "Group") from January 2020 to December 2022.

Management Guidelines

The Company's risk management is under the supervision of the Risk Management Sub-Committee to reduce or control risk factors both inside and outside the organization that affect the business operations of the Company as well as supervise the risk management process to be effective to create opportunities for sustainable growth of the Company and able to deliver the value of the Company to stakeholders in the long term. The Risk Management Sub-Committee has the important duties as follows:

1. Propose risk management policy and risk appetite level to the Management Committee for consideration.
2. Present the overall risk of the organization, including the adequacy of the internal control system for managing various risks to be at a acceptable level to the Company.
3. Acknowledge performance and give advice to departments or working groups on risks in order to develop the organization's risk management system.
4. Prepare a risk management manual, collect, and analyze information received from various departments to review and propose risk management measures and prepare an organizational risk management plan.
5. Monitor risk management results, analyze, and assess risk management results and prepare a summary report on risk management results.
6. Implement risk management processes on every project or activity. Gather risk management results and prepare a risk management report of the Company to the Management Committee to conduct analysis, assess, and adjust the risk level of the organization.

In this regard, the Company has set up a risk management process and communicated to the Board of Directors, executives, and employees for their acknowledgement through the organizational risk management training process at least 1 time a year so that the risk management process operates in the same direction. The information system has also set up for risk analysis and assessment. The Company's risk management process and procedure consist of 6 steps as follows:

1. **Setting objectives** is to specify the risk management objectives of each strategy, plan, work, project, and activity of the Company.
2. **Identifying risks** is to specify any event with both positive and negative effects on the achievement of the objective from strategic, plans, work, projects, and activities. It must be able to specify details and statistical impact information.
3. **Assessing organizational risk** is an analysis and prioritization of risks by considering the risk likelihood assessment and the impact of risk factors. The criteria has been established to be considered in making a decision of collecting potential risk data appropriately.
4. **Risk management** is the implementation of strategies, measures, or plans into action to reduce the likelihood of a risk or reduce the damage of impact in operations that do not yet have risk control activities or existing risk control activities but are inadequate. In choosing a management method, it will consider the economic value, conformity to corporate culture, and expertise in the business of the Company.
5. **Monitoring and assessing risk management results** is to monitor the appropriateness of the operations according to the risk management plan and review the effectiveness of risk management guidelines in all processes to develop the system even further.
6. **Raising awareness and communicating risks** is to provide training on risk management process and risk assessment reviews to all employees and provide channels for communicating about risks to employees on a regular basis.

Performance

In 2022, the Risk Management Sub-Committee held the meeting to monitor risks and management results according to the risk mitigation plan and review key risk indicators (KRIs) to be in line with the current situation, including reporting the results of reviewing the risk management system to the Board of Directors 2 times a year as follows:

1. Review the risk management framework and risk factors that affect the achievement of the organization's strategic goals. The Risk Management Sub-Committee will jointly assess the impact and the likelihood of significant risk events that will affect business operations.
2. Review organizational and operational risks and add potential corruption risks in business operations as one of the organizational risks and specify that there must be an assessment of corruption risks at least 1 time a year.
3. Review emerging risks that may significantly affect the Company's goals or operations in the future.
4. Review and approve the revision of the Risk Management Sub-Committee Charter and present it to the Management Committee for approval.
5. Report the performance of risk management to the Management Committee, the Audit Committee and the Board of Directors for acknowledgment.
6. Encourage training for executives and employees in terms of risks and risk management. The Risk Management Committee encourages the risk management department to organize training to educate executives and employees about risks and risk management on a regular basis so that employees understand and realize the importance of risk management which must be done continuously on a yearly basis.
7. The Group has a business continuity process in managing databases and information systems in organizations by assessing various risk factors inside and outside that can damage database systems and information systems, including equipment, especially databases and information used for management. Therefore, a preparedness plan for emergency response has been prepared, divided into the following:
 - In the event of an emergency, for example, the server's internal equipment is damaged, the internal network crashes, virus infection, power outages for a long time, etc., affecting the user's ability to use important systems cause damage, an emergency plan has been prepared as a framework for operating, maintaining the system, and solving problems that will affect the organization.
 - In the event of a serious emergency (Disaster), such as a building collapse, fire, earthquake, flood, bombing, etc., that it is unable to work in the area affecting the users to be unable to use the important system, the Company Group has set up a Disaster Recovery Site, which is a place for backing up organization data at a location other than the main office in case of a serious emergency event of the Company Group, to be able to use the backed up information of the Company Group to continue operating immediately. The Company has organized an annual practical exercise continuously. In 2022, it was held on August 17, 2022.



Performance Summary

	2020	2021	2022	Targets for 2027
Organizational Risk Management Covering All Business Units of the Company Group	100%	100%	100%	100%
Establishment of Business Continuity Management Within the Organization	100%	100%	100%	100%

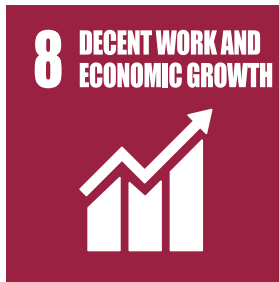
The Company's Organizational Risks and Risk Management Measures for the Year 2022

Type of Risks	Risk	Risk Management Measures
Strategic Risk	<ul style="list-style-type: none"> Risk From Industrial Competition 	<ul style="list-style-type: none"> Develop and expand services, focusing on providing a full range of services to cover all aspects of customer logistics needs. Provide in-depth customer service for specific areas of expertise to be able to support specific and general customers. Uplift the capacity to provide various services to meet international standards.
Operation Risk	<ul style="list-style-type: none"> Risk From Investing in Joint Ventures Both Domestically and Internationally 	<ul style="list-style-type: none"> Prepare and analyze business information, risk issues in business operations, financial, accounting, and legal business status inspection, including financial, accounting, and legal valuations, as well as appropriate valuation before acquisition. Establish a policy to recruit business partners with expertise and experience in the logistics business in each business group to be joint venture partners in the business. In general business acquisitions, the Company will hold shares in the proportion of not more than 50 percent (as the case may be) in order for executives and existing shareholders to continue to manage the business. And there is an agreement to give benefits to the executives and existing shareholders according to the performance that can be done in the future. Set guidelines for monitoring and reporting the operating results of joint ventures to the Management Committee, the Audit Committee, and the Board of Directors regularly. Send personnel to visit and study in various businesses that the Company has invested in to be able to understand the business and be able to manage the business in the future.
	<ul style="list-style-type: none"> Risk of Reliance on Major Business Partners and Major Customers 	<ul style="list-style-type: none"> Manage reliance on major business partners at no more than 30 percent of the Company Group's total expense. Manage reliance on major customers for no more than 30 percent of service revenues. The Company has a guideline for managing major business partners and major customer groups by providing additional new products and services and targeting additional other customer groups in order to reduce reliance on major business partners and customers.
	<ul style="list-style-type: none"> Risk From Damaged Transportation or Delayed Delivery of the Goods 	<ul style="list-style-type: none"> Prepare insurance related to the business operations of the Company Group which covers products stored in the warehouse of the Company Group by clearly specifying the liability for damages and specifying the maximum liability of the Company Group to reduce the burden and conflicts between the Company Group and customers that may occur. Define preventative guidelines and prepare emergency operational plans. Assign liability and fines in the event that the supplier is unable to deliver the products according to quality or on schedule. Arrange for an annual performance assessment of suppliers. Set measures to check the internal working system and coordination with the warehouse about the period required to load all products to find ways to prevent delays, such as opening overtime work in the morning, pre-loading products, etc.
	<ul style="list-style-type: none"> Risk From Storage and Transportation of Dangerous Goods and Chemicals 	<ul style="list-style-type: none"> There is a process to screen goods to be transported and provide equipment, tools, and storage facilities that are suitable for dangerous goods and chemicals in particular. Prepare a manual for using equipment and using tools with safety. Prepare a working system plan, methodology, and knowledge of primary work, as well as comply with international and domestic transportation laws and regulations.

Type of Risks	Risk	Risk Management Measures
Operational Risk		<ul style="list-style-type: none"> Continuously train employees to increase service expertise and to increase preventive measures to be more concise to reduce the risks that may arise during the storage or transportation of dangerous goods and chemicals. Insure against damage from international and domestic transportation and property risk insurance to compensate for damages that may arise from international transportation covering liability for goods, customs department, third parties, and from mistakes and neglect, and property damage that may be caused by accidents from external causes caused by disasters and other accidents, including the theft that appears traces.
	<ul style="list-style-type: none"> Risk of Reliance on Experienced Personnel 	<ul style="list-style-type: none"> Prepare a human resource development plan and organize training for employees to continuously improve their abilities. Prepare a plan to analyze the employee rotation rate and provide a allocation plan for returns and welfare that are appropriate to the knowledge and ability of each individual. Prepare a succession plan policy to ensure continuity of work in the positions that have important roles for specific departments. Restructure the organization and increase the remuneration for executives and employees of the Company Group to create incentives for executives and employees and prevent the loss of key personnel.
Financial Risk	<ul style="list-style-type: none"> Risk From Exchange Rate Volatility 	<ul style="list-style-type: none"> Conduct risk management with the principles of earnings and expenses in the same currency (Natural Hedge). Monitor the exchange rate movements closely to assess the situation and trends in various currency exchange rates. Prepare foreign currency forward contracts without any policy to speculate on exchange rates. Open the branch offices in foreign countries to manage revenues and expenses in foreign currencies.
Compliance Risk	<ul style="list-style-type: none"> Risk From Changes in Government Policy or Laws of Regulatory Agencies Related to the Business of the Company 	<ul style="list-style-type: none"> Provide monitoring of government policies and related agencies to assess impacts and risks to the Company's business operations. Increase readiness and competitiveness in responding to changes in government policies, including creating alliances to connect the network to cover as much as possible.
	<ul style="list-style-type: none"> Risk of Management 	<ul style="list-style-type: none"> Appoint independent directors as directors of the Company, the Audit Committee, and Chairman of the Board to perform auditing, balance the decision-making, and approve various transactions before presenting to the shareholders' meetings. Set up regulations on the code of conduct to be a guideline for the performance of duties of directors and executives in line with the good practices for directors of listed companies. Establish a clear scope of duties and delegation of the Board of Directors to not cause a conflict of interest.
Information Technology Risk	<ul style="list-style-type: none"> Risk From Information Technology System Stability 	<ul style="list-style-type: none"> Establish a specific unit to take care of the information technology system. The unit will develop, repair, and maintain the Company's information technology system to be stable continuously. It can quickly fix problems in case of system damage and regularly review the plan. Install the network system and data storage (Storage Area Network-SAN), including a backup center (Disaster Recovery Site-DR Site) for use in backing up computer systems and emergency preparedness to prevent data damage and to provide information and computer systems for continuous use and efficiency. Try the backup center (DR Site) annually to be ready. When an emergency occurs, it can continue to operate.

Type of Risks	Risk	Risk Management Measures
Environmental and Social Risk	<ul style="list-style-type: none"> Risks From Changes in Laws, Regulations, and Requirements Related to Safety, Health, and Environmental Management 	<ul style="list-style-type: none"> Prepare an environmental management plan in the organization, such as reducing energy consumption, waste reduction, promoting activities to conserve natural resources efficiently. Increase investment in businesses and services that are environmentally friendly together with business partners, such as the use of electric vehicles in the transportation of goods, etc. Create an business expansion plan that is environmentally friendly, such as the installation of charging stations for electric cars, the use of electric cars in transportation services that help reduce greenhouse gas emissions, etc.
Emerging Risk	<ul style="list-style-type: none"> Risk From the Epidemic Situation of the COVID-19 	<ul style="list-style-type: none"> Provide a business continuity management plan for the risks caused by the epidemic. Determine measures to support the hygiene of employees and customers. Require employees to work from home and encourage online meetings. Set strict safe cleaning measures; for example, employees and visitors must wear masks; employee, customers, and visitors must be screened before entering the office building, working area or coming to use the services in the area; alcohol gel are provided at various points; and the distance is set (Social Distancing) in the common area and regular cleaning in common areas; etc.
	<ul style="list-style-type: none"> Geopolitical Tensions 	<ul style="list-style-type: none"> Consider creating a business continuity management plan from geopolitical tensions, whether in the event of the Russia-Ukraine war or the conflict between China and the United States. Develop closer engagement with business partners to build confidence in providing efficient services throughout the business value chain.
	<ul style="list-style-type: none"> Risk From Climate Change, Natural Disaster, and Other Unexpected Events 	<ul style="list-style-type: none"> Consider creating a business continuity management plan from natural disasters and other unexpected events. Consider assessing business impacts from climate change and prepare a plan to reduce such impacts. Develop environmentally friendly businesses to reduce the impact of climate change.
	<ul style="list-style-type: none"> Risk From Cybersecurity Threats and Personal Data Breaches 	<ul style="list-style-type: none"> Consider improving cybersecurity measures and personal data breaches to meet international standards and comply with the law.
	<ul style="list-style-type: none"> Risk From Advancement in Advanced Technology 	<ul style="list-style-type: none"> Increase investment in technology and artificial intelligence businesses to increase efficiency and reduce the cost of conducting business. Develop employees' potential in knowledge of business-related innovation and technologies.
	<ul style="list-style-type: none"> Risk From Changes in Customer Behavior 	<ul style="list-style-type: none"> Monitor, assess, and review market demand trends and customer satisfaction regularly in order to adjust business and service strategies to meet the changing customer needs to be able to maintain the competitiveness.

INNOVATION AND PROCESS IMPROVEMENT ^(203-1, 203-2)



Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries (collectively, the “Group”) realizes the importance of changes in, and exponential growth of, the world’s technology over the past several years. To achieve process improvement that can respond to the needs of the Group’s stakeholders whose behavior of using technology has changed according to the world’s technological development, the Company has adjusted its business strategy by focusing on utilizing technology and digital revolution to deliver experiences that create sustainable value for stakeholders in all sectors and drive the Group’s sustainable growth.

REPORTING SCOPE

Information on management approach and operating performance under this report covers the operations of all departments of the Company and subsidiaries of which the Company has more than 99% shareholding (collectively, the “Group”) from January 2020 to December 2022.

MANAGEMENT APPROACH

The Company aims to become a leader in integrated logistics management both domestically and internationally to deliver experiences that create sustainable value to stakeholders in all sectors. Therefore, the Company places importance on the application of innovations to improve efficiency of work processes. The application also creates business opportunities that cover the diverse needs of today’s customer groups, creating stable growth in the main business and related businesses.




The Group mainly focuses on the application of technology. The objective is to improve or increase efficiency in the work processes of the 4 main business units of the organization to create integration and connection of internal and external information with trade partners and increase accessibility of information necessary for performance of duties by employees. The main goal is to create a strong work process within the organization and create valuable and differentiated services for all groups of customers, as well as being able to respond quickly and comprehensively to the needs of stakeholders in the value chain. The Company will support the development of employees’ work processes through training to increase skills according to the personnel development plan prepared by the Human Resources Department, which is consistent with the organization’s sustainable development strategy. KPIs are established to assess the performance of employees and explore ways to invest in innovation and technology that will help strengthen the work process of the organization.

OPERATING PERFORMANCE

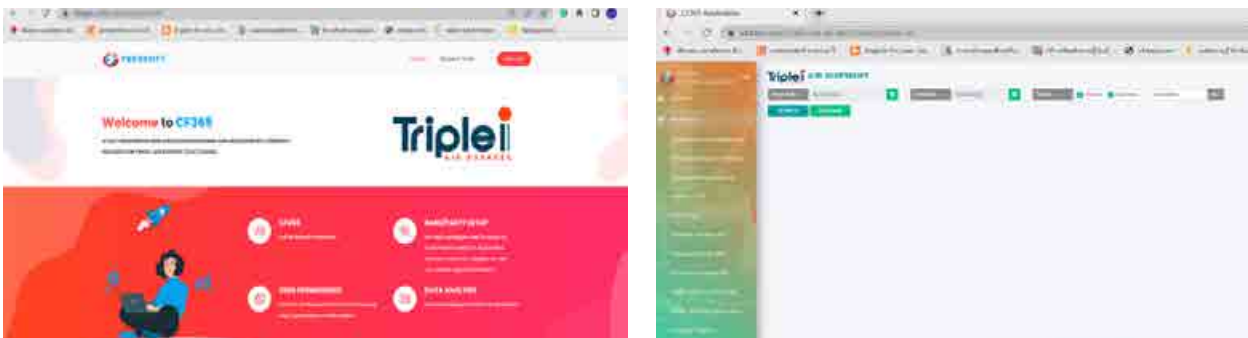
During the year 2020–2022, the Group has involved innovation and technology to support the growth of core and related businesses and diverse needs of all customer groups. This is in line with Thailand 4.0 National Development Plan. The Group has applied more technology to integrate with work processes, for instance:

1) AIR FREIGHT BUSINESS

The Company’s subsidiaries, Triple i Air Express Co., Ltd. (TAX) and Triple i Asia Cargo Co., Ltd. (TAC), which operate general sale agent for airlines business (GSA) and offer freight forwarding services, have implemented an information technology system called “CF11” to streamline their work processes. CF11 program will gather data from departments for collection. As a result, the acquired data is accurate and fast, reducing operational steps and time and increasing work efficiency in a concrete way. The functions of the program can be briefly summarized as follows:

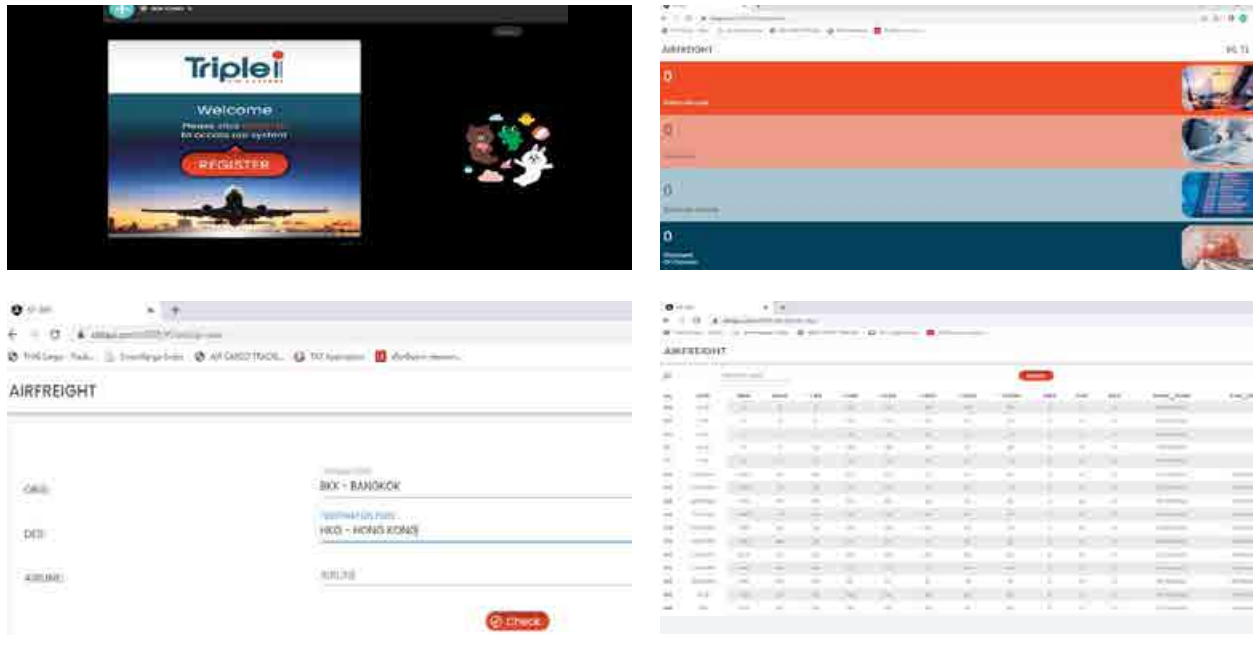
<p>AIR FREIGHT SYSTEM</p> 	<ul style="list-style-type: none"> • Stock airway bill menu helps control the number of stock airway bill received from airlines and pays the airway bills to the agents who made the booking. The number of airway bills used by the Company and the number of remaining airway bills during each day can be verified. If there is an insufficient number of airway bills, the Company can make requests to the airlines. • Booking menu is used for making reservations for delivery of goods from customers that have been confirmed by entering information about the type of product, quantity, size, weight of the product, airline, flight specified by the customer. • Shipment menu shows sales and costs including details of weight, price, and other services of which invoices can be issued to customers. Documents can be issued from this menu to make payments to airlines immediately. Not only the system can show sales and costs, but it can also automatically calculate profits. Therefore, profit and loss of each shipment can be immediately displayed.
<p>ACCOUNTING AND FINANCE SYSTEM</p> 	<ul style="list-style-type: none"> • The system can accept and make payments, issue receipts/tax invoices, input vat report, output vat report, withholding tax report, monthly sales report, monthly expense report, and overdue receivables and payables report.
<p>REPORTING SYSTEM</p> 	<ul style="list-style-type: none"> • The system can be used to view monthly sales reports, profit by customer type, airline, or sales. This information can be used to analyze future operational guidelines or prepare annual budgets to present to the management for consideration.

During the end of the year 2022, the subsidiaries have developed a software program called “Cyber Freight 365.” The objective was to be prepared for the entry into the digital age and be able to manage information efficiently, accurately, and quickly. Information of all relevant departments are connected to allow for display of required information and actions can be taken via website. Various information can be stored on the cloud system and work processes can be carried out at any place and any time, whether via mobile phone or tablet, with speed and convenience. Most importantly, information can be viewed real time. In addition, the program allows electronic files to be sent and reduces the usage of paper (paperless), preparing for the entry into the digital age through E-Document system such as E-Invoice, E-AWB, and E-Tax invoice / E-Receipt etc. At present, the Group has started using Cyber Freight 365 program.



Cyber Freight 365 Program

The subsidiaries have also added another channel to contact and service customers through the Line application called the Air Chat system, linking information on selling prices and flights from the subsidiaries' system. This has increased convenience for customers in inquiring about flight prices and helped in reducing work processes on both customer and the subsidiaries. It also creates satisfaction for the customer groups.



Air Chat System

2) SEA FREIGHT & INLAND TRANSPORT BUSINESS



The logistics management system has been implemented for operations of this business unit. The system increases flexibility and reduces steps in the work process to be suitable for personnel and workload. The details of the system can be briefly summarized as set out below.

- Working via Wisepaq system**
- To provide customer services in various forms such as creating a database of customers and partners (Party Manage), preparing a quotation (Quotation), issuing ship reservation (Booking), issuing B/L & D/O documents, container management (Inventory), creating information on import-export vessels for submission in the Customs Department's paperless system, preparing invoices (Invoice), and preparing reports for analyzing operating results and planning business in the future.
 - The system also reduces the amount of waste caused by usage of paper. It can save time and reduce electricity consumption in the work process.

3) LOGISTICS MANAGEMENT BUSINESS

Triple i Logistics Public Company Limited (the "Company") provides international freight services by air and sea, and cross-border transportation for importers and exporters directly. All services and operations are linked through the CF11 program of which details have been described under the Air Freight Business. There is an additional function for handling international sea freight and cross border transportation. This program was developed to cover the works from the beginning to the end of the services. All departments serving customers can work on the same program and database, thus reducing work errors, data errors, and work time. CF11 program can issue various documents related to operations. There are document numbers that allow for tracking and a central database that can retrieve information such as customers, partners, sales, costs, receipts, and payments etc.

The functions of CF11 program can be divided into 2 main parts:

<p>Basic Data Management Section</p>  <p><i>CF11 program</i></p>	<ul style="list-style-type: none"> • Party control is the management section of information regarding Customer Relationship Management, Supplier Information, and Agency Information. • Base setup is the controller for setting codes of other necessary basic information in the system such as airline information, shipping line information, cargo information, shipper/consignee/notify information, and vessel/ feeder information etc. • User management is the section used by administrator to determine permissions of individual users. Each user has a password for logging in and must belong to a department to control usage rights.
<p>Service Management Section</p>  <p><i>CF11 program</i></p>	<ul style="list-style-type: none"> • SEA FREIGHT is the shipping document management section, which is divided into outbound and inbound works. • AIR FREIGHT is the air freight document management section, which is divided into outbound and inbound works. • JOB GENERAL is the general document management system. • ACCOUNT RECEIVABLE is the control section of domestic account receivables. • ACCOUNT PAYABLE is the control section of domestic account payables. • FINANCIAL TRANSACTIONS is the financial control section. • FOREIGN ACCOUNT is the control section of foreign account receivables and payables. • MISCELLANEOUS is a special control section for editing program data. • MIS REPORT is the management section for viewing reports for sales management. • ACCOUNTING REPORT is used for browsing accounting reports.

In the year 2022, the Company has developed a paperless system, starting from various internal documents and conducting surveys on customers and partners in an online format to increase convenience in responding to questionnaires. This initiative has also reduced the use of paper.

Triple i SupplyChain Co., Ltd. (TSC), a subsidiary in the logistics management business unit, which provides warehouse management and domestic distribution services for general products (WAREHOUSE AND DISTRIBUTION), including fulfillment services to support online businesses, e-commerce, and social commerce, has prepared various projects, the details of which can be summarized as set out below.

- **“Return Management” project was implemented at the end of 2020 to increase work process efficiency, the details of which are as follows:**

Before project implementation	After project implementation
<p>1. Returned products are usually picked up at the dock and sorted by the team. The products must be scanned using the original bar code for return and they must be received (one by one) by unpacking, sorting, and returning those products to the designated locations.</p>	<p>1. As a first step, products from multiple orders are separated by type of product. Then, the products are received in a bundle. After that, those products are stored in the Bin Location, which is designated as an area for return products.</p>
<p>2. Warehouse Management System (WMS) used by the organization will recognize that the returned product is a new product, resulting in problems with delivery of new products to customers.</p>	<p>2. The team adjusts the conditions in the WMS system to recognize the type of returned products in the Bin Location and sorted them out first. After that, the products will be picked from the normal location according to the correct principle of FEFO/FIFO.</p>

- **“Reduction of paper usage, changing from 1 sheet per order to 1 sheet for multiple orders, and improvement of picking process to support wave picking”** project was implemented at the end of 2020 to increase work process efficiency, the details of which are as follows:

Before project implementation	After project implementation
1. The document details of each order will normally be printed in 1 sheet per 1 order.	1. The team has adjusted the information of each order to be collectively printed on a single sheet of paper to reduce the use of paper and combine data for ease of operations.
2. Warehouse Management System (WMS) picks each order individually, allowing operators to take each order in paper form and carry out picking according to customer requirements.	2. The team has adjusted the conditions in the WMS system to support wave picking, which is to combine orders of the same product to be picked together and then sort them by order to achieve the highest efficiency.

- **“Improvement of fulfilment process (Pick & Pack) by centralizing fulfilment station via conveyor belt and an automatic product sorting system”** project was developed in early 2021 to increase work process efficiency, the details of which are as follow:

Before project implementation	After project implementation
1. Packing stations are separated by storage points for each customer and there is a division of the number of stationed employees according to customer segments.	1. Having a centralized area for all packing stations which supports all customer segments (except in the case of customers who require a separate packing station).
2. Determining product groups to organize and move the products from the warehouse using trolleys and forklifts from each point separately distributed by operators.	2. Products from every customer are delivered to a central packing station connected to an additional conveyor belt. Every product will pass through a barcode scanning tunnel to read values and set commands for the automatic product sorting system to sort products as commanded (transportation/customer).
3. There is an allocation of employees to be stationed at various pre-determined points, causing imbalances in work at each point.	3. Sub-contractors are used instead of full-time employees and there is a centralized center to support the Fulfillment of every customer, resulting in more efficient use of human resources. The number of responsible employees can be adjusted as appropriate to correspond with the number of orders (Peak/Off-peak).
4. The maximum number of orders is up to 50,000 orders per month (per 1 shift, 8 working hours).	4. The maximum number of orders is up to 150,000 orders per month or an increased capacity of 3 times (per 1 shift, 8 working hours).

- **“Development of system to support Bill of Materials (BOM) and creating illustrations of product package”** project was implemented at the end of 2022 to increase work process efficiency, the details of which are as follows:

Before project implementation	After project implementation
1. The Company’s Warehouse Management System (WMS) normally reads and records product information according to the product list (Product Master File), which does not link information across product categories. For instance, if customer’s product is a shelf or a table, the product parts must be separated first and the product involves complex components.	1. The team has developed a system to support Bill of Materials (BOM) by adding product components such as table and table legs together in the Product Master File as another layer. The system can support disbursements at the part level, whether disbursement of all parts or separate parts, making the operation more flexible and accurate, and faster.

Before project implementation	After project implementation
<p>2. Operators have difficulty identifying products to be put into the same batch even if there is a reference document due to large number of product sets (hundreds of items), causing confusion between the parts to be separated and combined and resulting in an error.</p>	<p>2. The team has developed a database with product images in QR code format printed on product labels and related documents such as a bill of lading. Operators can scan and access data and images of assembled products in the form of combined parts or separate parts immediately in real-time.</p>

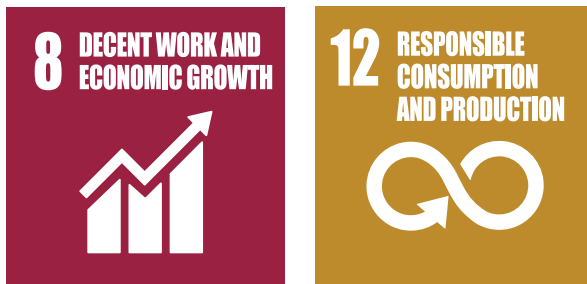


PERFORMANCE SUMMARY

	2020	2021	2022	Target in 2027
Number of projects for work process improvement (projects)	2	2	2	Not less than 4 projects per year (all business units)

Remark: The number of projects that have been implemented during 2020-2022 are projects that have been prepared according to the context and necessity of each subsidiary. The sustainable development strategy has not been incorporated into each company's operational plan.

SUPPLY CHAIN MANAGEMENT ⁽²⁰⁴⁻¹⁾



In respect of the integrated logistics services of Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries (collectively referred to as the “Group”), the Group aims not only to be a leader in freight forwarding services both domestically and internationally, but also to offer a comprehensive range of warehousing and distribution services in all routes that grow with its business partners in the corporate business chain. It is also committed to developing new businesses that are consistent with or continually supporting existing businesses in order to expand the supply chain and increase competitiveness with different services and able to meet the needs of various groups of customers.

Scope of Reporting

Information on management approaches and results of operations in this report covers the operations of all departments of the Company and its subsidiaries that the Company holding more than 99% of shares (collectively referred to as the “Group”) from January 2020 to December 2022.

Supply Chain Management Guidelines

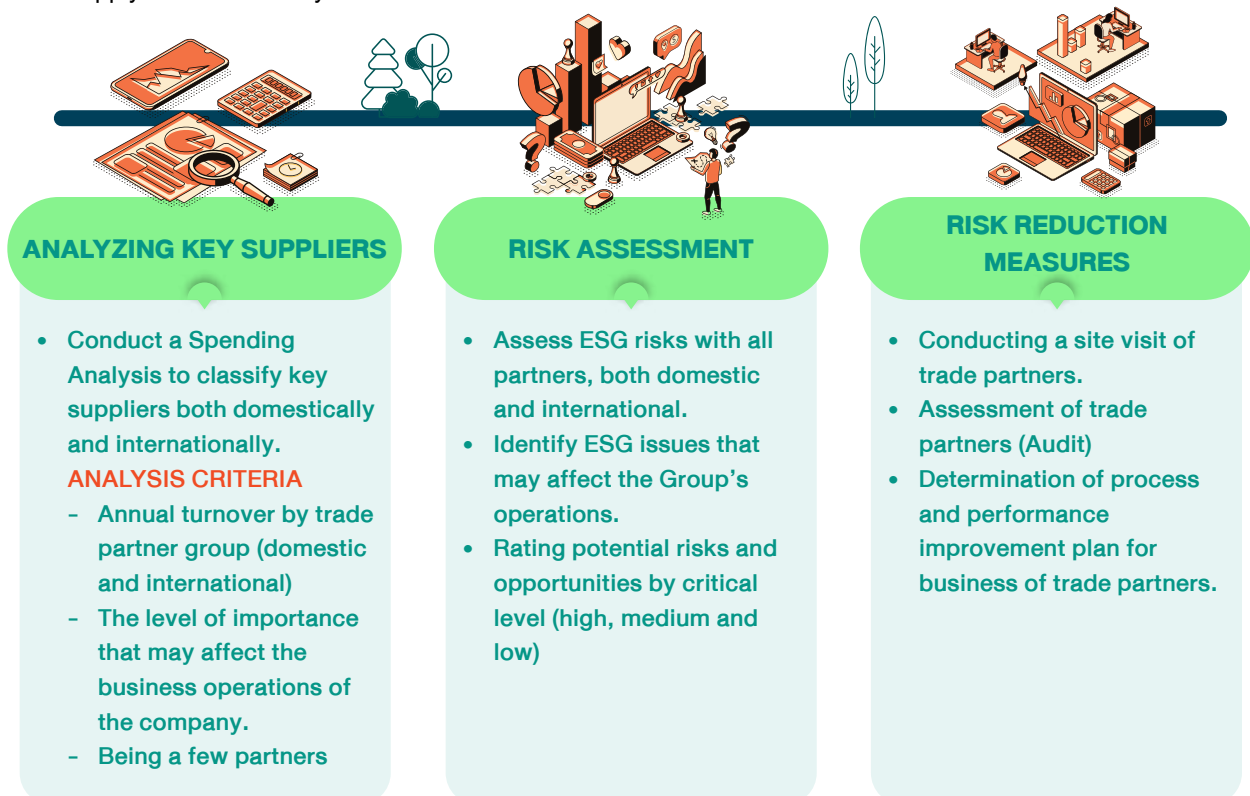
The Company has formulated a supply chain management strategy that focuses on growing together with its suppliers by promoting responsible and environmentally friendly use of resources as well as focusing on the procurement of goods and services with domestic partners and other partners located in the operating areas of the Group first in order to promote the creation of benefits to communities and society. At present, the Group is in the process of preparing a business code of conduct for partners (Triple i Business Code of Conduct) covering social, environmental and governance issues to serve as a framework for all business partners. In addition, the Group also requires the preparation of a draft responsible procurement policy (Triple i Responsible Sourcing Policy) and a draft communication plan to key partners of the Group with the objective of making them aware and accepting the requirements of the responsible procurement policy to ensure that all business groups operate in the same direction, and the Group therefore requires the preparation of a draft Triple i Vendor Assessment Survey (VAS) to be used in the preliminary assessment and selection of business partners to be consistent with the Group’s procurement consideration criterias that are now in the process of preparation.

The Company requires an analysis of procurement data (Spending Analysis) to be used as information in supply chain management and to identify key suppliers, as well as to assess risks that may arise from suppliers. Currently, the Company is developing a Supplier ESG Due Diligence process for supplier sustainability risk to ensure effective supply chain management and to mitigate potential risks both directly and indirectly. The Company plans to assess the risks arising from the operations of critical suppliers before entering the procurement process. If key suppliers fall into the scope of high ESG risks, such key suppliers must implement preventive or corrective measures, as well as prepare a clear monitoring plan to notify the Company including developing the competency with partners through sustainability training so that ESG operations are in line with the responsible procurement policy (Triple i Responsible Sourcing Policy) in the future.

Triple i Supply Chain Management Implementation Plan

Preparation Phase	Standard Development Phase	Readiness Phase	Operation Phase
(Year 2022)	(Year 2023)	(Year 2024–2026)	(Year 2027 onwards)
<ul style="list-style-type: none"> Study and analyze risks in the supply chain in the key customer analysis section. Review and draft appropriate criteria for grouping suppliers and assessments to identify key suppliers. Study and draft Sustainability Risk Assessment Guidelines for Suppliers (Supplier ESG Due Diligence), including Supplier Assessment Form or Triple i Vendor Assessment Survey (VAS). Draft a communication process that is suitable for every group of business partners of the Group. 	<ul style="list-style-type: none"> Draft a sustainable supply chain policy (Triple i Sustainable Supply Chain Policy) and a draft Supplier Code of Conduct covering social, environmental and governance issues. Determine appropriate criteria for grouping suppliers and assessing key suppliers. Develop a Sustainability Risk Assessment Manual for suppliers (Supplier ESG Due Diligence). Define a communication process that is suitable for all groups of business partners of the Group. 	<ul style="list-style-type: none"> Promote knowledge and understanding of the Supplier Code of Conduct for employees and relevant departments of the Group to enable effective supplier assessment. Analyze and assess the risks of the supply chain and formulate a plan for risk reduction measures. Evaluate and consider preliminary selection of suppliers through the VAS assessment form. Visit and evaluate all key suppliers, as well as providing sustainability training for key partners to gain knowledge and understanding and be able to operate efficiently and in accordance with the Group’s criteria. 	<ul style="list-style-type: none"> Visit and assess important suppliers once a year. Develop human potential and manage relationships with business partners by organizing seminars with business partners at least once a year. Encourage all business partners to demonstrate their commitment to comply with the Group’s business partner code of conduct. Analyze and assess the risks of the supply chain and review the strategic plan for supply chain management every 3 years.

Supply Chain Risk Analysis Process



In 2022, the Group has studied and reviewed the criteria for evaluating main and important suppliers with risk assessment covering all activities throughout the supply chain. This does not include specifying the level of importance of suppliers that may affect the business operations of the Group and being a few suppliers, only considering the top 10 high expenditures or equivalent to 33.46% of the total number of suppliers of the Group and domestic procurement accounted for 35.68% of total expenditures.⁽²⁰⁴⁻¹⁾

In addition, the Group also supports domestic and local procurement as a priority in order to reduce the risk of transporting goods from abroad and the fluctuation of the baht exchange rate from global economic factors.

The table shows the relationship between the number and proportion of major suppliers, including types of suppliers (domestic/foreign)

No.	Key Points	2020	2021	2022	2027 Goals
1	Total number of business partners of the group of companies (person)	3,227	2,640	2,566	
	• Domestic	3,050	2,466	2,405	-
	• International	177	174	161	-
2	Proportion of major suppliers to total suppliers of the Group (%)*	27.33%	30.17%	33.46%	-
	• Domestic	23.04%	30.17%	33.46%	>70%
	• International	4.29%	0.00%	0.00%	<30%
3	Proportion of total procurement of the Group (%)	24.99%	35.19%	35.68%	
	• Domestic	24.99%	35.19%	32.27%	>70%
	• International	0.00%	0.00%	3.41%	< 30%

Remark: Identification of key suppliers is determined based on Spending Analysis Criteria with the top 10 spending only. In 2022, there was a study and review of the criteria for considering grouping of suppliers and identifying key suppliers in line with corporate risks.

The Group has high expectations from applying ESG principles to be applied as a sustainable procurement guideline (Sustainable & Green Procurement) with key partners, including promoting the potential of small partners in addition to improving the efficiency of the delivery process and related services of the Group, it also helps reduce business risks as well as build confidence among investors and key stakeholders, reinforcing the image of an organization that cares about society, the environment and being a company with good corporate governance.

CUSTOMER AND PRODUCT STEWARDSHIP ^(416-1, 416-2, 418-1)



The development of logistics is growing rapidly in line with Thailand 4.0 National Development Plan, resulting in a new era of logistics management. There is a change in the way of driving work in all activities of the business chain through digital systems by bringing in operating systems and automated processes that help in logistics operations to be more convenient and faster. Big Data is linked to various IT devices to simplify work processes. Artificial intelligence or AI is used to predict operational trends and workloads over time, preparing for handling unexpected events that may affect operations in the logistics industry.

Due to the abovementioned reason, Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries (collectively, the “Group”) would like to improve and develop work processes through digital systems to support future business expansion and deliver valuable logistics services that meet the needs of various customer groups (Customer-Centric), creating maximum satisfaction for all customer groups and continuous and sustainable business growth.

Reporting Scope

Information on management approach and operating performance under this report covers the operations of all departments of the Company and subsidiaries of which the Company has more than 99% shareholding (collectively, the “Group”) from January 2020 to December 2022.

Management Approach

The Company places importance on being an organization with sustainable development, focusing on providing services and solutions that meet diverse needs of customers and create customer satisfaction that exceeds expectations and building customer confidence towards the organization by delivering services that meet international standards.

In the year 2022, the Company requires responsible departments to review and prepare operational guidelines to meet the goals of sustainable organizational development. The operational guidelines cover matters as set out below.

Responsibility for transportation and logistics activities by business unit

1. Air Freight Business has the following related activities:

- There is a management process that is of international standard with ISO 9001: 2015 certification.
- Acting as a freight forwarder who provides product or parcel control and security that are certified by the Civil Aviation Authority of Thailand.
- Obtained an approval to operate warehouse management from the Customs Department and an approval to operate air freight business from the Civil Aviation Authority of Thailand.
- Improving the logistics management process within the Group through Cyber Freight 365 system by connecting back office and front office information, information technology, e-procurement, real-time tracking, one stop service, and intranet etc.
- Creating cooperation in supply chain management such as a joint development of capabilities with trade partner who provides outsourcing services to the Group to increase work process efficiency. The contract is made between the parties and a standard level agreement has been determined by the trade partner.
- Reducing empty transportation, number of delivery cycles and full truck load of products to reduce fuel consumption and use space on the vehicle in the most efficient way (Space Utilization) and meet the needs of customers in terms of time and cost with the most efficiency.
- Providing warehouse management and cargo management for aircraft spaces to maximize efficiency by reducing time, number of flights, and use of vehicle fuel.

- Used products and materials such as plastic sheets or wooden pallets are re-used to reduce the amount of waste or use of products that are more durable, strong and have a longer service life.
 - Placing importance on logistics management that affects the environment (Green Logistics Management) with supervision by the Safety Committee and having campaigns on security and keeping work areas in a safe condition and free of environmentally harmful materials.
 - Promoting to trade partners measures to maintain truck engines in perfect conditions without exhaust emissions or pollution to the environment (Eco-Drive) such as use of electrical equipment including electric forklift which uses electric charging and reduces oil consumption and exhaust emissions.
 - There is a procedure to prevent and handle accidents incurred from transportation of dangerous goods. Dangerous goods handling will be carried out in accordance with the IATA Dangerous Goods Regulations manual and the relevant employees are trained in accordance with the dangerous goods handling standards.
- 2. Sea freight and inland transport business** has the following related activities:
- Connecting the network system with trade partners, customers, and related persons in the logistics chain to communicate every process, reduce document process and operational errors, and improve efficiency of the work order system etc.
 - Having the management process that is of international standards as certified by ISO9001: 2015, creating confidence in the service standards of the Group.
 - Creating cooperation in supply chain management such as a joint development of capabilities with trade partner who provides outsourcing services to the Group to increase work process efficiency.
 - Reducing empty transportation, number of delivery cycles, and full truck load of products to reduce fuel consumption and use space on the vehicle in the most efficient way (Space Utilization) and meet the needs of customers in terms of time and cost with the most efficiency.
 - Increasing the volume of rail transport to reduce costs for customers and increase the volume of transport per trip.
 - Placing importance on logistics management in areas that affect the environment (Green Logistics Management).
 - Promoting to trade partners measures to maintain truck engines in perfect conditions without exhaust emissions or pollution to the environment (Eco-Drive).
- 3. Logistics management business** has the following related activities:
- Connecting the network system with trade partners, customers, and related persons in the logistics chain to communicate every process, reduce document process and operational errors, and improve efficiency of the work order system etc.
 - Having the management process that is of international standards as certified by ISO 9001: 2015 and Quality Standard for Trucking Service, creating confidence in the service standards of the Group.
 - Improving the logistics management process within the Group through e-Supply Chain system by connecting back office and front office information, information technology, e-procurement, real-time tracking, one stop service, and intranet etc.
 - Creating cooperation in supply chain management such as a joint development of capabilities with trade partner who provides outsourcing services to the Group to increase work process efficiency.
 - Products and packaging are re-used to reduce the amount of waste or use of products that are more durable, strong and have a longer service life.
 - Placing importance on logistics management in areas that affect the environment (Green Logistics Management).
 - Activities of the Group that may affect the environment and community or are sensitive and at risk of social and environmental issues are reviewed. Guidelines for assessing impacts of such activities are determined.
- 4. Chemical and specialty logistics business** has the following related activities:
- Connecting the network system with trade partners, customers, and related persons in the logistics chain to communicate every process, reduce document process and operational errors, and improve efficiency of the work order system etc.
 - Having the management process that is of international standards as certified by ISO9001: 2015, GHP Codex 2020 and Quality Standard for Trucking Service or Q Mark and Eco Vadis, creating confidence in the service standards of the Group.

- Improving the logistics management process within the Group through e-Supply Chain system by connecting back office and front office information, information technology, e-procurement, real-time tracking, one stop service, inventory management and intranet etc.
- Creating cooperation in supply chain management such as a joint development of capabilities with trade partner who provides outsourcing services to the Group to increase work process efficiency.
- Reducing empty transportation, number of delivery cycles, and full truck load of products to reduce fuel consumption and use space on the vehicle in the most efficient way (Space Utilization) and meet the needs of customers in terms of time and cost with the most efficiency.
- Products and packaging are re-used to reduce the amount of waste or use of products that are more durable, strong and have a longer service life.
- Placing importance on logistics management in areas that affect the environment (Green Logistics Management).
- Promoting to trade partners measures to maintain truck engines in perfect conditions without exhaust emissions or pollution to the environment (Eco-Drive).
- There is a procedure to prevent and handle accidents incurred from transportation of dangerous goods.
- Activities of the Group that may affect the environment and community or are sensitive and at risk of social and environmental issues are reviewed. Guidelines for assessing impacts of such activities are determined.

Responsibility to consumers / customers by business unit

1. Air freight business has the following related activities:

- Accurate labelling or product information ⁽⁴¹⁷⁻¹⁾ by considering safety of users and their lifestyles and being responsible for consumers, employees, trade partners and other related parties in the supply chain.
- Building good relationships with customers through the following process:
 - ✔ Communicating with customers with politeness, honesty, and respect, and building customer trust. Setting up a procedure for customers to submit complaints regarding quality and safety of the services.
 - ✔ Providing accurate, sufficient, and up-to-date information about the business and services of the Group without exaggerating claims and offering the best and most suitable logistics options for each customer with fair and reasonable prices.
 - ✔ Regularly listening to customer feedback through informal and formal meetings with customers to understand the needs of each group of customers and use those comments to improve the service quality of the Group.
 - ✔ Collaborating with customers to solve problems and provide advice and take actions on the matters in a timely manner.
 - ✔ Participating in social activities with customers in giving back to the society as appropriate.
- Delivery of product insurance to build confidence and trust with customers. Quality products and services are delivered on time as agreed. Maintaining standards as a leader in transportation and logistics services with continuous improvements.
- Maintaining confidentiality of the Company's information and protecting customer information ⁽⁴¹⁸⁻¹⁾ and not wrongfully using customer information for the benefit of oneself or those involved.

Remark: Please refer to additional details on "Personal Information Protection Policy" at www.iii-logistics.com.

2. Sea freight and inland transport business has the following related activities:

- Building good relationships with customers through the following process:
 - ✔ Communicating with customers with politeness, honesty, and respect, and building customer trust. Setting up a procedure for customers to submit complaints regarding quality and safety of the services.
 - ✔ Providing accurate, sufficient, and up-to-date information about the business and services of the Group without exaggerating claims and offering the best and most suitable logistics options for each customer with fair and reasonable prices.
 - ✔ Regularly listening to customer feedback through informal and formal meetings with customers to understand the needs of each group of customers and use those comments to improve the service quality of the Group.
 - ✔ Collaborating with customers to solve problems and provide advice and take actions on the matters in a timely manner.
 - ✔ Participating in social activities with customers in giving back to the society as appropriate.

- Proposing suitable product insurance as an option to build confidence and trust with customers. Quality products and services are delivered on time as agreed. Maintaining standards as a leader in transportation and logistics services with continuous improvements.
- Maintaining confidentiality of the Group's information and protecting customer information ⁽⁴¹⁸⁻¹⁾ and not wrongfully using customer information for the benefit of oneself or those involved.

Remark: Please refer to additional details on "Personal Information Protection Policy" at www.iii-logistics.com.

3. Logistics management business has the following related activities:

- Building good relationships with customers through the following process:
 - ✔ Communicating with customers with politeness, honesty, and respect, and building customer trust. Setting up a procedure for customers to submit complaints regarding quality and safety of the services.
 - ✔ Providing accurate, sufficient, and up-to-date information about the business and services of the Group without exaggerating claims and offering the best and most suitable logistics options for each customer with fair and reasonable prices.
 - ✔ Regularly listening to customer feedback through informal and formal meetings with customers to understand the needs of each group of customers and use those comments to improve the service quality of the Group.
 - ✔ Collaborating with customers to solve problems and provide advice and take actions on the matters in a timely manner.
 - ✔ Participating in social activities with customers in giving back to the society as appropriate.
- Proposing suitable product insurance as an option to build confidence and trust with customers. Quality products and services are delivered on time as agreed. Maintaining standards as a leader in transportation and logistics services with continuous improvements.
- Maintaining confidentiality of the Group's information and protecting customer information ⁽⁴¹⁸⁻¹⁾ and not wrongfully using customer information for the benefit of oneself or those involved.

Remark: Please refer to additional details on "Personal Information Protection Policy" at <http://www.iii-logistics.com>.


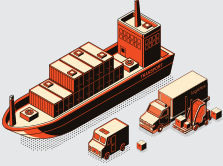
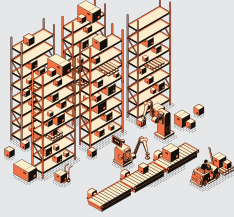
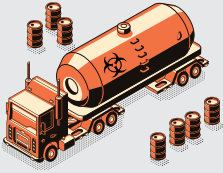
4. Chemical and specialty logistics business has the following related activities:

- Accurate labelling or product information ⁽⁴¹⁷⁻¹⁾ by considering safety of users and their lifestyles and being responsible for consumers, employees, trade partners and other related parties in the supply chain.
- Building good relationships with customers through the following process:
 - ✔ Communicating with customers with politeness, honesty, and respect, and building customer trust. Setting up a procedure for customers to submit complaints regarding quality and safety of the services.
 - ✔ Providing accurate, sufficient, and up-to-date information about the business and services of the Group without exaggerating claims and offering the best and most suitable logistics options for each customer with fair and reasonable prices.
 - ✔ Regularly listening to customer feedback through informal and formal meetings with customers to understand the needs of each group of customers and use those comments to improve the service quality of the Group.
 - ✔ Collaborating with customers to solve problems and provide advice and take actions on the matters in a timely manner.
 - ✔ Participating in social activities with customers in giving back to the society as appropriate.
- Delivery of product insurance to build confidence and trust with customers. Quality products and services are delivered on time as agreed. Maintaining standards as a leader in transportation and logistics services with continuous improvements.
- Maintaining confidentiality of the Group's information and protecting customer information ⁽⁴¹⁸⁻¹⁾ and not wrongfully using customer information for the benefit of oneself or those involved.

Remark: Please refer to additional details on "Personal Information Protection Policy" at www.iii-logistics.com.

In addition, the Group provides channels for receiving complaints arising from operational errors or useful suggestions to improve service quality through the below channels.

Table of contact / complaint channels by business unit

<p>1. Air freight business</p> 	<p>1. Via telephone:</p> <ul style="list-style-type: none"> • Customer Service Department Monday to Friday from 8:30 a.m. – 5:00 p.m. at telephone number 02 681 5888 • Customer Service Department (Cargo Terminal) Monday to Friday from 8:30 a.m. – 5:00 p.m. at telephone number 02 504 3823 <p>2. Via e-Mail:</p> <ul style="list-style-type: none"> • Customer Service Department: airexport@iii-airpress.com • Customer Service Department - Cargo Terminal: dmkfa@asiagroundservice.com, dmfcici@asiagroundservice.com <p>3. Through sending customer satisfaction survey to the annual service</p>
<p>2. Sea freight and inland transport business</p> 	<p>1. Via telephone: Customer Service Department Monday to Friday from 8:30 a.m. – 5:00 p.m. at telephone number 02 681 8988</p> <p>2. Via e-Mail : cs_out@iii-maritime.com</p> <p>3. Through sending customer satisfaction survey to the annual service</p>
<p>3. Logistics management business</p> 	<ul style="list-style-type: none"> • Triple i Logistics Public Company Limited <p>1. Via telephone : Customer Service Department Monday to Friday from 8:00 a.m. – 5:00 p.m. at telephone number 02 681 8700</p> <p>2. Through sending customer satisfaction survey to the annual service</p> <ul style="list-style-type: none"> • Triple i Supplychain Co., Ltd. <p>1. Via telephone : Monday to Friday from 8:00 a.m. – 5:00 p.m. at telephone number 02 681 3722-5</p> <p>2. Via e-mail : info@iii-supplychain.com</p> <p>3. Via website : www.iii-supplychain.com</p> <p>4. Through sending customer satisfaction survey to the annual service</p>
<p>4. Chemical and specialty logistics business</p> 	<p>1. Via telephone : Monday to Friday from 08:30 a.m. – 5:00 p.m. at telephone number 02 681 8000</p> <p>2. Via e-Mail : info@hazchemlogistics.com, info@dg-packaging.co.th, info@hazchemtrans.com</p> <p>3. Via websites: www.hazchemlogistics.com and www.dg-packaging.com</p> <p>4. Through sending customer satisfaction survey to the annual service</p>

Performance Summary

During the year 2020 - 2022, the Group found that all customer complaints were resolved within the designated time, achieving the targeted annual goals. There were no complaints related to customer privacy or complaints about safety or environmental impact from receiving the Group's services with significant legal impact.

Summary of performance on responsibility towards the Group's customers and products

	2020	2021	2022	Target in 2027
Number of complaints relating to customer privacy	0	0	0	0
Number of complaints relating to safety or environmental impact from transportation	0	0	0	0
Customer satisfaction towards the Group's products and services	87%	88.67%	88.95%	Over 95%

Remark: In respect of customer satisfaction survey on products and services during 2020–2022, the Group has conducted surveys based on customer satisfaction survey forms which are part of the Company's business chain.

In respect of target in 2027, the Group plans to conduct an integrated customer satisfaction survey through an external assessment company, covering environmental, society and governance issues to obtain accurate information and reflect the reality. In addition, the Group requires the Customer Relationship Department to systematically organize one-on-one meetings with customers to understand problems and specific needs of customers. This approach will also strengthen good relationships with customers on a regular basis and increase confidence and trust in products and services of the Group with mutual responsibility. The department is also required to prepare a plan to build a good relationship with customers and increase clear preventive measures to immediately solve problems in the event of a dangerous situation because safety of service is the ultimate goal of the organization.

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE COMPLIANCE (2-27, 419-1)



Triple i Logistics Public Company Limited (the "Company") and its subsidiaries (collectively referred to as "the Group") place importance on operating in accordance with and in consistent with the laws related to the business of the Company, including rules, regulations, social, and environmental management that are important to business operations. This covers social responsibility that will gain acceptance from the community and society. Therefore, the Company is committed to conducting business in accordance with the laws, relevant rules, and regulations in order to obtain permission to operate or expand the business as well as prevent negative impacts that may incur costs from non-compliance with the laws, including the impacts on the confidence of stakeholders towards the Company.

Scope of Reporting

Information on management guidelines and performance in this report covers the operations of all business units of the Company and its subsidiaries that the Company holds more than 99 percent of shares (collectively referred to as "the Group") from January 2020 to December 2022.

Management Guidelines

Regarding management guidelines about the compliance with corporate governance, social, and environmental laws, the Company has an annual operational plan prepared by the Company's legal and corporate governance department which is responsible for reviewing and examining the operations to be in accordance with the laws related to business operations with various agencies along the business chain of the organization. This includes training to educate departments within the Group to have knowledge and understanding of new laws or laws related to work in order to lead to work correctly and with maximum efficiency. In addition, the Company's legal and corporate governance department has a communication channel to notify internal departments of the new laws related to business operations in accordance with the legal changes to keep up with the situation.

The process of auditing the organization’s performance shall be in accordance with the laws.



Performance

In 2022, the Company and its subsidiaries have no cases that negatively affect the assets of the Company or its subsidiaries in an amount higher than 5 percent of the shareholders’ equity and no cases that significantly affect the business operations of the Company or its subsidiaries which cannot be quantified. Also, there are no cases arising from normal business operations of the Company or its subsidiaries or unfinished disputes, as well as any significant fines that cause the Company or its subsidiaries to fail to achieve the set goals.

2022 Relevant and Significant Legislative Registration by Environmental, Social, and Governance (ESG) Issues

Related Topic	Legal Registration Related to Business Operations
Corporate Governance 	<ul style="list-style-type: none"> • Securities and Exchange Act, B.E. 2535 • Public Limited Companies Act, B.E. 2535 • Personal Data Protection Act, B.E. 2562 • Best Practices for Directors of the Listed Companies
Environment 	<ul style="list-style-type: none"> • Corporate Governance Code for the Listed Companies • Public Health Act, B.E. 2535 • Ministerial Regulation on the General Solid Waste Management Hygiene, 2017
Customers or Communities 	<ul style="list-style-type: none"> • Factory Act, B.E. 2535 • Customs Act, B.E. 2560 • Hazardous Substance Act, B.E. 2535 • Notification of the Department of Industrial Works on the Storage of Chemicals and Hazardous Substances, 2007 • Notification of the Department of Land Transport on the Signs, Letters, Pictures, and Symbols of Hazardous Substance Trucks, 2012
Employees 	<ul style="list-style-type: none"> • Labor Protection Law • Social Security Law • Provident Fund Law • Workmen’s Compensation Law • Safety, Occupational Health, and Working Environment Law

Activities Related to the Operations in Accordance with the Laws

Activity	Details
Activities related to PDPA	The legal and corporate governance department has organized a training on basic knowledge of personal data protection laws for executives and employees at all levels, including installing the CCTV warning signs to inform people entering the premises that CCTV cameras are being recorded and installed.
Activities to uplift the potential of legal staff related to the Company's services	The legal and corporate governance department has organized training on international cargo insurance laws and the rules of the International Chamber of Commerce (Incoterms), which are used as domestic and international trade terms for sales staff, operational staff, and customer service staff both onsite and online through the Zoom program.
Triple i Legal Care	Set up a legal and corporate governance unit to provide legal services to the Company Group through internal communication processes on the following issues: contract and legal document review requests, legal opinion requests, company registration document requests, various types of contract collection, etc.
Execution of the environmental impact prevention and correction measures and the environmental impact monitoring measures	The Group mainly adheres to and complies with the conditions stipulated by the measures in order to minimize the impact of the Company Group's operations on the surrounding environment. It shows the Company Group's awareness of the importance of taking care of its environment. It, also, has continued to develop work processes and additional measures in the future.

9 Steps to PDPA

1. ศึกษาข้อกำหนด
2. ระบุชื่อข้อมูลส่วนบุคคล
3. ใดที่เป็นแม่ข่ายแม่ข่ายขององค์กรบ้าง
4. พิจารณาการติดประกาศและฐานการประมวลผล
5. จัดทำ Data Mapping
6. การจัดการข้อมูลออนไลน์และข้อมูลไปต่างประเทศ
7. การทำสัญญากับผู้ประมวลผล และประเมินผลกระทบการคุ้มครองข้อมูล
8. การจัดทำมาตรการความมั่นคงปลอดภัย & ข้อมูลทั่วไป
9. การจัดทำหรือทบทวนเอกสาร

ผลของการไม่ปฏิบัติตาม PDPA

ทางแพ่ง

- ค่าเสียหายที่บุคคลหนึ่ง
- ค่าเสียหายที่จ่ายค่าเสียหายเชิงกลไก (2 เท่าของค่าเสียหายที่บุคคลหนึ่ง)
- ระยะเวลา 3 ปี / 10 ปี

ทางอาญา

- โทษจำคุก 6 เดือน - 1 ปี
- โทษปรับ 5 แสน - 1 ล้านบาท (สำหรับกรณีที่มีการขายหรือเปิดเผยข้อมูลส่วนบุคคลที่มีลักษณะเป็น/แนวคณาษา โฆษณารับผิดชอบ)
- ระยะเวลา 5 ปี

ทางปกครอง

- ค่าปรับสูงสุดไม่เกิน 5 แสน - 5 ล้านบาท (กรณีที่ไม่มีการแจ้งการแจ้งความร้องขอต่อกรมการคุ้มครองข้อมูลส่วนบุคคล หรือการไม่ปฏิบัติตามที่แจ้งความร้องขอ)

Performance Summary

Performance	2020	2021	2022	Targets for 2027
Number of cases that may have a negative impact on the assets of the Company or its subsidiaries	0	0	0	0
Number of cases that significantly affect the business operations of the Company or its subsidiaries	0	0	0	0
Number of cases arising from normal business operations of the Company or its subsidiaries	0	0	0	0
Number of times of significant fines	0	0	0	0



Outstanding Environmental Performance

GHG EMISSIONS

- The first year for collecting GHG Emissions data for preparation the organization of carbon footprint report.

ENERGY MANAGEMENT

- Bringing electrical energy from solar panels for energy saving in the head office.

ENVIRONMENTAL MANAGEMENT

- Set environmental management goals according to the Green Office guidelines.

WATER MANAGEMENT

- Inspection and maintenance of water leakage points in the utility system in the head office building and the warehouse for water saving.

WASTE MANAGEMENT

- Using e-Document both internal the Group and customer to reduce the use of paper.



GREENHOUSE GAS EMISSIONS (GHG EMISSION)^(305-1, 305-2, 305-3, 305-4)



The Group takes into account the risks from global climate change that occur today and become more severe in the future. Global climate change is an important issue that directly and indirectly affects business operations. The Group is involved in reducing greenhouse gas emissions in accordance with Thailand's goals, providing business value chains with efficient use of energy while delivering business value to stakeholders.

Scope of Reporting

Information on management approaches and results of operations in this report covers the operations of all departments of the Company and its subsidiaries (collectively referred to as the "Group") from January to December 2022.

Management Guidelines

The Group has established guidelines for managing the impact of climate change in accordance with standards called "Carbon Footprint of Organization of the Thailand Greenhouse Gas Management Organization (Public Organization)" and the Environmental Policy. The Group has set an important objective that is to have a process for collecting and analyzing data in the preparation of greenhouse gas emission reports in order to develop the organization's personnel to be aware of the impact of climate change and to reduce greenhouse gas emissions to the atmosphere and create business opportunities from climate change. The goal to manage the impact of climate change is a 5% reduction in corporate greenhouse gas emissions by 2027 from the base year 2022.

In 2022, the Group is in the process of evaluating risks and opportunities related to business arising from climate change and preparing to prepare a report on the carbon footprint of the organization along with guidelines to reduce the amount of greenhouse gas emissions in 3 types. For determining the scope of greenhouse gas emissions from the Group's core activities, it consists of a headquarters building and a warehouse building. It identifies all of the organization's activities for a greenhouse gas emission study that assesses the organization's major sources of greenhouse gas emissions and determines measures to control greenhouse gas emissions from its activities of the organization both directly and indirectly. The Group has activities related to greenhouse gas emissions as follows:

Areas	Organizational activities in each area		
	Scope 1	Scope 2	Scope 3
Head office building	Moving burning	Electricity consumption in the head office	White paper consumption
Warehouse and common areas	Stationary burning Moving burning	Electricity consumption at warehouses and central areas, guardhouses, public lights, cafeterias	Water consumption

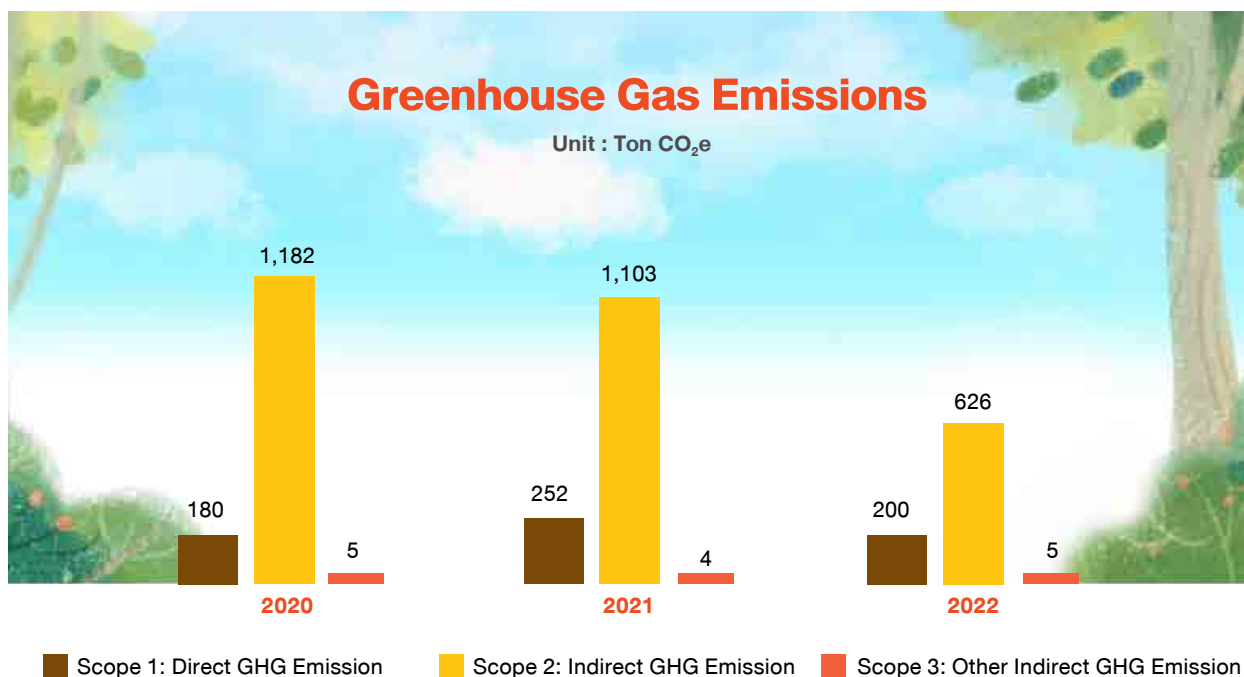
For the approaches to reduce the amount of greenhouse gas emissions in total of 3 types ⁽³⁰⁵⁻⁵⁾, the Group is considering the following issues:

1. Determine climate change policy to reduce the organization's greenhouse gas emissions and aiming for a low-carbon society according to the organization's strategy and goals.
2. Prepare a manual on how to collect data on the amount of resource consumption to calculate the amount of greenhouse gas emissions of the organization every year.
3. Determine a base year and clearly set a goal to reduce greenhouse gas emissions.
4. Develop a system for collecting and recording data to obtain sufficient and reliable quality data for the organization's greenhouse gas emission assessment.
5. Conduct a verification of the amount of greenhouse gas emissions of the organization to confirm the accuracy and credibility from a standardized certification agency.
6. Disclose the organization's greenhouse gas emissions to stakeholders and the public.
7. Develop and monitor the performance of greenhouse gas emission reduction projects within the organization.
8. Raise awareness understanding and motivating employees to participate in GHG emissions reduction projects within the organization.
9. Specify conditions for construction design in new projects, choose materials and products that are environmentally friendly to help reduce greenhouse gas emissions within the organization.
10. Establish a network with the Group's stakeholders to collaborate on projects to reduce greenhouse gas emissions.

Performance Result

For the year 2022, the Group has collected data on energy and fuel consumption to calculate basic data on the amount of greenhouse gas emissions of the Group as follows:

Greenhouse Gas Emissions	Unit	2020	2021	2022
Scope 1: Direct GHG Emission	Ton CO ₂ e	180	252	200
Scope 2: Indirect GHG Emission	Ton CO ₂ e	1,182	1,103	626
Scope 3: Other Indirect GHG Emission	Ton CO ₂ e	5	4	5



In 2022, the Group focuses on managing to reduce greenhouse gas problems, therefore, has prepared a plan to reduce greenhouse gas emissions as follows:

- Trial project of 21 electric motorcycles in parcel delivery service during January-June 2022.
- Installation of 2 electric vehicle charging stations, in the process of drafting a plan to expand additional charging points to support renewable energy use.
- Organization of the Triple i Green Space activity to raise awareness of environmental conservation and fill the green space near employees by distributing 400 beautiful plants and easy-to-care air purification plants for employees to plant on their desks or in their residences.



Performance Summary

Key Issues	2020	2021	2022	Target in 2027
Preparation of the carbon footprint report of the organization ¹	ND	10%	10%	Completed in 2027
Guidelines to reduce greenhouse gas emissions ²	ND	10%	20%	Completed in 2027
3 types of greenhouse gas emission ³	ND	ND	ND	A 5% reduction in corporate greenhouse gas emissions by 2027 from the 2022 base year.

Remark:

ND means no reporting.

^{1/} The Group started planning to prepare a carbon footprint report for the organization in 2021 and started collecting data in 2022.

^{2/} The Group has activities to reduce greenhouse gas emissions through energy conservation activities in 2021.

^{3/} The Group is in the process of setting baseline values for all 3 types of greenhouse gases, therefore, there is no operating results yet.

ENERGY MANAGEMENT (302-1, 302-2, 302-3, 302-4)



Energy is one of the important resources in the business operations of the Group. Improving energy management efficiency is part of maintaining good production cost management. The Group focuses on increasing the efficiency of energy conservation in the services of the Group, both directly and indirectly.

Scope of Reporting

Information on management approaches and results of operations in this report covers the operations of all departments of the Company and its subsidiaries (collectively referred to as the “Group”) from January to December 2022.

Management Guidelines

The Group is committed to using energy with maximum efficiency throughout the business chain, with the goal of conserving energy in the head office building, warehouse and delivery process of the group companies as part of reducing greenhouse gas emissions, guidelines for energy conservation of the Group are applied from energy management principles under the Energy Conservation Promotion Act B.E. 2535 (as amended) and to develop personnel of the Group to be responsible for energy with knowledge and ability to efficiently manage energy in the organization.

The Group’s approach to energy conservation consists of 8 steps as follows:

1. Establishment of a working group on energy management.
2. Assessment of the preliminary management site.
3. Establish energy conservation policy and disseminate publicity.
4. Evaluation of energy conservation potential.
5. Set energy conservation goals and plans, including training plans.
6. Implementation of the plan and auditing and analyzing the implementation of the goals.
7. Monitor and evaluate the energy management system.
8. Review, analysis, correction of the system.

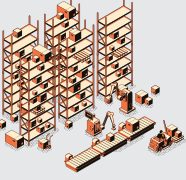
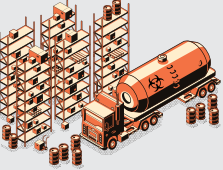

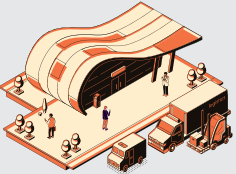
Performance Result

In 2022, the Group has effective energy conservation in order to reduce the cost of transportation and to be a part of reducing greenhouse gas emissions. There are campaign signs to educate employees of the group about energy saving in buildings and work processes, such as a campaign to turn off the lights after use, set a timer to turn off the air conditioner during lunch time. etc. In addition, there are projects that have been improved in the building and warehouse areas, including:

- Changing from using fluorescent light bulbs to use LED energy-saving light bulbs in the head office building and warehouse building. In the past, the Group has installed a large number of fluorescent lamps to provide sufficient light for working areas in office and warehouse areas. Subsequently, there was a gradual change from using fluorescent tubes in some areas to LED tubes instead which can save a lot of energy while still getting the brightness that is close to the original value, can be assembled into the original lamp set, including the lifespan of the LED lamp has a longer lifespan than fluorescent tube therefore, it is worth the investment. The Group has also considered changing to use energy-saving lamps in other areas to continuously reduce electricity consumption.
- The use of translucent materials to be natural light on the roof of the warehouse building due to the roof of the warehouse building is an old building, the light from the original skylight is diminished and insufficient to meet the needs of work. Therefore, it is necessary to turn on the electricity during working hours, causing the group companies to have more electricity costs in the lighting system. The Group therefore has improved the natural light openings on the roof with translucent materials to allow lighter during the day and sufficient for work by reducing the use of electricity to increase daylight. It can reduce electricity consumption and reduce costs.
- Turning off air conditioners during lunchtime, the Group has assigned its employees to turn off air conditioners during lunch time and during the time when there are no operators in that area by organizing training activities and introducing a good attitude in energy conservation among employees to have the responsibility to turn off air conditioners during lunch breaks and half an hour before work can reduce electricity consumption.
- Maintenance of air conditioners by requiring regular cleaning and dust removal on the condenser and evaporator coils. There is a measurement of the performance of the air conditioner, which can reduce the use of electricity.

In 2022, the Group mainly used electricity in the head office and warehouse areas. The Group is committed to using resources efficiently. Therefore, there are energy management projects that can save electricity bills, including:

Table summarizing energy conservation activities classified by head office and warehouse areas.

Areas	2022 Annual Energy Management Activities or Projects
<p>General warehouse</p> 	<ul style="list-style-type: none"> • Using translucent materials as natural light openings on the roof of the building in 2 rows along the length of the warehouse. • Turning off lights and air conditioners for 1 hour (12.00-13.00) in the warehouse office area every working day. • Air conditioner maintenance. It is scheduled to carry out cleaning and dust removal on the condenser and evaporator coils regularly 4 times a year. • Sponsorship of 145 online meetings for saving travel fuel. • Using e-Document to reduce the use of paper in preparing meeting documents.
<p>Chemical warehouse</p> 	<ul style="list-style-type: none"> • Using translucent materials as natural light openings on the roof of the building, divided into 4 rows along the length of the warehouse. • Turning off lights and air conditioners for 1 hour (12.00-13.00) in the warehouse office area every working day. • Maintenance of air conditioners by requiring cleaning and dust removal on the condenser and evaporator coils regularly twice a year. • Supporting online meetings for saving travel fuel, totaling 311 times. • Project to reduce the use of paper from the year 2021 in the amount of 3,000 sheets.
<p>Warehouse at Don Mueang Airport</p> 	<ul style="list-style-type: none"> • Changing to use 20 10-watt LED spotlights in the warehouse since 2018. • Using translucent materials as channels to receive natural light on the roof of the building, every room, a total of 72 sheets. • Turning off lights when not in use and putting up a warning sign around the air conditioner control buttons “Do not turn on the air conditioner before work time and turn off the air conditioner before lunch break and before work time”. • Maintenance of air conditioners by requiring cleaning and dust removal on the condenser and evaporator coils regularly twice a year. • Meetings on safety and efficient use of resources, especially saving electricity every 1-month meeting. • Using e-Document to reduce the use of paper in delivering airline documents to customers.
<p>Head office building</p> 	<ul style="list-style-type: none"> • Bringing electrical energy from solar panels to use in various points of the head office such as the parking lot, the corridor under the building and outside the building and the top of the building. The amount of light from solar cells is divided into 60 tubes of 45 watt solar cells, 15 tubes of 200 watt solar cells and 15 tubs of 300 watt solar cells (use 12 hours a day). • Maintenance of air conditioners by requiring cleaning and dust removal on the condenser and evaporator coils regularly twice a year. • Using LED light bulbs in the office area on the 3rd floor of the head office, divided into 24 LED bulbs of 55 watts, 4 LED bulbs of 18 watts and 89 LED bulbs of 7 watts. In 2022, the office on the 3rd floor consumed 2,108 units of electricity, a decrease of 2 percent compared to the year 2021 that used 2,150 units of electricity. • Changing light bulbs in the office area on the 4th floor of the head office from 138 long fluorescent tubes of 36 watts to 97 LED light bulbs of 18 watts in 2020. • Reducing the size of ceiling light bulbs in the office area on the 4th floor of the head office from 60 LED bulbs of 13 watts to 9 watts in 2020. • In September 2022, on the 7th floor of the head office building, a double roof was installed, and insulation was installed to reduce noise and heat entering the building. In October–December 2022, the office area on the 7th floor had electricity consumption of 6,418 units, down 6 percent compared to the same period in 2021 that used 6,831 units. • Turning off lights and air conditioners for 1 hour (12.00-13.00) in the warehouse office area every working day. • Using e-Document to reduce the use of paper in meetings.

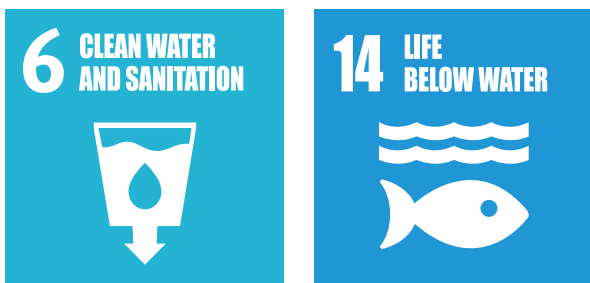


Performance Result

Performance Result	2020	2021	2022	2027 Goals
Total electricity consumption (kWh)	2,029,724	1,895,088	1,075,667	The energy consumption rate in the organization is reduced by 5% by 2027 compared to the base year 2022.
Diesel fuel consumption (liters per year)	45,878	77,820	59,460	
Gasoline fuel consumption (liters per year)	11,927	7,642	6,386	
Gasohol fuel consumption (liters per year)	12,345	9,545	10,050	
Electricity saving rate (percentage)	*	6.63	43.24	

Remark: * represents in 2022 is the base year for calculating electric saving

WATER MANAGEMENT (303-2, 303-4, 303-5)



Water is an essential natural resource for stakeholders in all sectors. Water resource conservation is another issue that the Group has focused on in terms of climate change affecting stakeholders. The Group also takes into account the water treatment in the head office building and the warehouse building before releasing it to the outside, including the conservation of water resource use for maximum water efficiency.

Scope of Reporting

Information on management approaches and results of operations in this report covers the operations of all departments of the Company and its subsidiaries (collectively referred to as the “Group”) from January to December 2022.

Management Guidelines

The Group places importance on managing the use of water resources in the head office building and warehouse buildings of the group of companies. This is in line with the United Nations Sustainable Development Goal 6, which is water and sanitation management with sustainable management of water resources, taking into account the impacts of climate change on people. interests, such as water shortages flooding, etc.

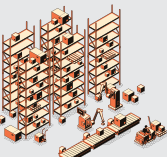
In 2022, the Group has determined that water conservation is one of the key issues in environmental management and is part of raising the level of office buildings to be certified green building standards by government agencies in the future and starting to work on policy drafting and setting guidelines for water conservation and taking care of watershed areas and natural water sources as follows:

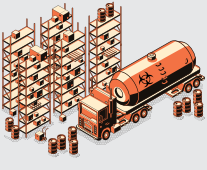
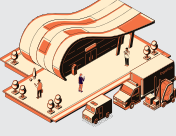
Inspection and maintenance period (Year 2022 onwards)	Efficiency improvement and treatment period (Year 2024 onwards)	Conservation of natural water sources
<ul style="list-style-type: none"> Raising awareness among employees through workshops on water leakage surveys and water use in both company buildings and employees' homes. Inspection and maintenance of water leakage points in utility systems in office buildings and warehouse buildings. Inspection and improvement of the adequacy of drainage systems, flood protection systems, water production systems and wastewater treatment systems in office buildings and warehouse buildings. 	<ul style="list-style-type: none"> Selecting environmentally friendly products to be used in the repair and maintenance of office buildings and warehouse buildings. 	<ul style="list-style-type: none"> Organizing activities to promote the conservation of natural water sources at least once a year (during the rainy season) such as restoring watershed forests or mangrove forests with government agencies in the provinces where the Group's projects are located, etc.

Performance Result

Since the location of the Group is not located next to a public water source but water sources used in the Group is mainly purchased from local government agencies and state enterprises such as the Metropolitan Waterworks Authority for use in office buildings and warehouse buildings and various cleaning processes. The used water from various parts of the Group will be sent to the wastewater treatment system to treat wastewater from buildings in accordance with the effluent standard from the building before being discharged from the office building and warehouse building. The Group regularly measures the quality of wastewater at the factory at least 12 times per year conducted by STS Green Co., Ltd. and it has been certified according to standards No. TIS. 17025-2561 (ISO/IEC 17025: 2017).

In 2022, there was a total water consumption of 5,683 cubic meters per year. The Group has inspected and maintained water leakage points in the utility system in the head office building and the warehouse, found 2 leakage points and have been corrected. As a result, the Group reduced water loss by 15 cubic meters. In addition, the Group has activities to manage water mainly in the area of offices and warehouses. It is committed to using resources efficiently as follows:

Areas	2022 Annual water management activities or projects
General warehouse 	<ul style="list-style-type: none"> Water leakage inspection activities in the system, which found 2 leakages in September, have been corrected and resulted in the warehouse reducing water loss by 15 cubic meters. Installation of water-saving campaign signs in the areas of sinks and toilets.

Areas	2022 Annual water management activities or projects
<p>Chemical warehouse</p> 	<ul style="list-style-type: none"> • Inspection and maintenance of water leakage points in the utility system within the office building without any leakage. • Regularly measures the quality of wastewater at the factory at least 12 times per year conducted by STS Green Co., Ltd. and it has been certified according to standards No. TIS. 17025-2561 (ISO/IEC 17025: 2017) • Installation of water-saving campaign signs in the areas of sinks and toilets. • Change the faucet system to an automatic faucet and reduce the water flow rate from the tub and toilets.
<p>Head office building</p> 	<ul style="list-style-type: none"> • Inspection and maintenance of water leakage points in the utility system within the office building without any leakage. • Installation of water-saving campaign signs in the areas of sinks and toilets. • Change the faucet system to an automatic faucet.

Remark: The data of Warehouse at Don Mueang Airport is not recorded because the areas and public utility is in possession of Don Mueang Airport.



Performance Summary

Performance Result	2020	2021	2022	2027 Goal
Total waste consumption (cubic meter per year)	5,963	4,661	5,683	The water consumption rate in the organization is reduced by 5% by 2027 compared to the base year 2022.
Water consumption that reduces water loss from leakage points (cubic meter per year)	ND	ND	15	
Water saving rate (%)	ND	ND	0.26	

Remark: ND means no reporting due to the Group just started to plan and collect environmental management data in 2022 for the 1st year.

WASTE MANAGEMENT ^(306-1, 306-2)



The Group places importance on the management of solid waste and industrial waste in business operations and services as specified by law and takes into account the utilization of resources in the business value chain to be worthwhile by applying the principles of solid waste and industrial waste management in accordance with the 3Rs principle.

Scope of Reporting

Information on management approaches and results of operations in this report covers the operations of all departments of the Company and its subsidiaries (collectively referred to as the “Group”) from January to December 2022.

Management Guidelines

The Group emphasizes the management of solid waste and industrial waste according to the 3Rs (Reduce, Reuse, Recycle) principles and rules, regulations and laws, such as the Public Health Act B.E. 2535 (as amended). The Group has established a policy to manage solid waste and industrial waste in the area of the head office building and warehouse buildings as follows:

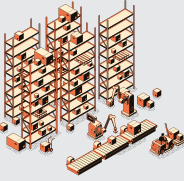
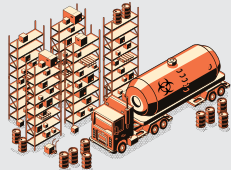

- Reduce waste of resources in the production process (Reduce) according to the Kaizen principle (Kaizen).
- Promotion of recycling resources to reuse (Reuse), such as reducing the use of plastic, promoting the use of cloth bags, etc.
- Bringing resources to reuse or export to recycle (Recycle), such as sorting waste paper, plastic and steel, using double-sided paper, etc.

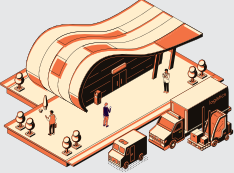
The Group has established a waste management system within the head office and warehouse as a working standard as follows:

- Providing garbage bins, sorted according to the types and types of waste generated in the head office and warehouses according to the 3Rs principle.
- There is a plan showing the location of garbage and industrial waste storage containers in the head office and warehouse.
- There are signs indicating the type of solid waste and industrial waste attached to the storage containers.
- Documentation of work regulations and training are provided to employees, as well as evaluation of employees learning about waste separation annually.
- Providing a separate storage area for industrial waste and general waste.
- There is a designated person responsible for the collection area with an internal contact number displayed at the industrial waste and solid waste collection area.
- There is a label indicating the type and type of waste and industrial waste (Labeling) at the collection container and storage area for industrial and general waste.
- Mandatory signs or prohibition signs or fire prevention signs are posted in accordance with occupational health and safety principles in the waste collection area, e.g., no smoking signs, personal protective equipment signs, etc.
- There is an emergency plan, a diagram showing the installation of fire extinguishers and chemical spill prevention equipment in the industrial waste and solid waste storage areas.

Performance Result

In 2022, the Group is committed to reducing waste at source, sorting, and collecting. and sent to be disposed of properly. The Group has waste management projects as follows:

Areas	2022 Annual waste management activities or projects
<p>General warehouse</p> 	<ul style="list-style-type: none"> • Arrangement of garbage bins, sorted by type and type of waste generated according to the 3Rs principle. • The designation of the responsible person in charge of the collection area with the internal contact number displayed at the industrial waste and solid waste collection area. • Placing mandatory signs or prohibition signs. or fire protection according to occupational health and safety in the waste collection area. • Preparation of an emergency plan, a diagram showing fire extinguishers and chemical spill protection installations in industrial waste and solid waste storage areas. • Reuse of waste packaging in the sorting process in the warehouse to reduce waste.
<p>Chemical warehouse</p> 	<ul style="list-style-type: none"> • Arrangement of garbage bins, sorted by type and type of waste generated according to the 3Rs principle. • Placing signs indicating the type of solid waste and industrial waste attached to the storage containers. • Providing labels showing types and types of waste and industrial waste (Labeling) at the collection containers and storage areas for industrial waste and general waste. • Placing mandatory signs or prohibition signs or fire prevention signs according to occupational health and safety principles in waste collection areas such as no smoking signs, personal protective equipment signs, etc. • Preparation of a plan showing the location of waste and industrial waste storage containers within the building according to the work manual relating to SD-HLM-WH-009 Warehouse Good Hygiene Management Chart (DG3/5 and DG4/1). • Chemical contaminated waste will be sorted and stored within the warehouse for disposal once a year. • Assignment of responsibility according to Document QP-HLM-MR-014, GHPs Codex Fundamental Program Control Procedures. • Preparation of emergency plans, diagrams showing installation points for fire extinguishers and chemical spill prevention equipment in industrial waste and solid waste storage areas. According to the details of the emergency plan, including: <ul style="list-style-type: none"> - QP-HLM-ES-002 Emergency Incident Response Plan Operating Procedures (Warehouse) - QP-HLM-ES-003 Emergency Response Plan Procedures (Office) - QP-HLM-ES-005 Emergency Response Plan Operating Procedures (Transport Vehicles) • Firefighting equipment / PPE installation point according to FM- HLM-ES-005, Bangwua warehouse layout document form. • Details on the use of PPE according to WI-HLM-ES-002, Personal Protective Equipment Operation Manual. • Training from the EHS department Waste management training at least once a year for relevant staff. • Preparation of an environmental action plan. along with a monthly performance report (SHE working committee) presented through the Company's Dashboard for employees to acknowledge. These include electricity consumption, paper consumption, toilet paper and hand towel consumption. • Activities to reduce the use of toilet paper. and reduce the use of A4 paper. • Waste recycling project in the group of plastic wraps, cardboard, scrap wood from pallets.
<p>Warehouse at Don Mueang Airport</p> 	<ul style="list-style-type: none"> • Arrangement of garbage bins, sorted by type and type of waste generated according to the 3Rs principle. • Installation of safety and security signs at the entrance to the warehouse. • Preparation of an emergency plan (WI-SS-01), fire extinguisher installation plan, equipment, including preparation of protective equipment in case of chemical spills in the designated area. • Maintaining the cleanliness of the warehouse area by assigning supervisors in each department to inform employees to help each other be responsible for storing locations suitable for operations, separating materials and waste for reuse or separation to recycle and have a campaign about cleaning (Big Cleaning Day) regularly.

Areas	2022 Annual waste management activities or projects
<p>Head office building</p> 	<ul style="list-style-type: none"> • Arrangement of garbage bins, sorted by type and type of waste generated according to the 3Rs principle. • Organization of waste separation activities for employees through PET TO PPE activities by accepting donations of PET plastic bottles from staff at the head office, collecting and delivering to Thammasat University's Less Plastics project to produce a set of PPE for delivery to medical personnel of which 5,670 plastic bottles have been donated, representing a set of PPE. about 315 sets. • Planning to segregate more types of waste for reuse. • A project to promote the use of cloth bags in the distribution of New Year's gift sets to customers. and use cloth bags in the activity to share the steaming bags which is a community relations activity to distribute rice and dry nutrients to people in the community to reuse and reduce the use of plastic bags. • Delivery of tree wreaths instead of flower wreaths so that recipients can use it to further reduce waste generation and promote activities that are environmentally friendly.



Performance Result

Performance Result	2020	2021	2022
Total waste consumption (tons per year)	37.18	42.21	154.25
Number of waste management projects according to 3Rs (project per year)	ND	ND	7

Remark: ND means no reporting due to the Group just started to plan and collect environmental management data in 2022 for the 1st year.



Outstanding Social Performance

EMPLOYEE CARE

- Employees of the Group are evaluated on their performance in the proportion of 100%.

HUMAN RESOURCE DEVELOPMENT

- Average training hours of all employees averaged 28.35 hours per year.
- Average training expenses are Baht 2,635.65 per person per year.

BUILDING ORGANIZATIONAL CULTURE

- Awareness of corporate values through annual training is at 78%.
- Awareness of corporate values through new employee training is at 88%.

OCCUPATIONAL HEALTH AND SAFETY IN THE WORKPLACE

- No employees died from working.
- Lost Time Injuries Frequency Rate (LTIFR) was 3.86 cases per million hours worked.
- Total Recordable Injury Rate (TRIR) was 3.86 cases per million hours worked.

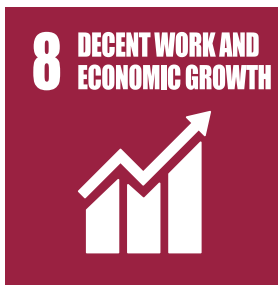
HUMAN RIGHTS

- Zero significant number of complaints regarding human rights and equality.

SOCIAL ACTIVITIES AND COMMUNITY PARTICIPATION

- Investment in community and social development in the amount of Baht 1.06 million.
- Organization of social and environmental activities that affect society and the environment, totaling 11 projects.

EMPLOYEE CARE (TRIPLE I PEOPLE) ^(2-7, 401-1, 401-2, 401-3, 405-1)



Employees are “the Foundation of Success that Leads to the Sustainability of the Organization,” which is one of the executive philosophies of Triple i Logistics Public Company Limited (“The Company”) and its subsidiaries (collectively referred to as “the Group”) in accordance with the Group resource management policy. In the staffing plan, the Group has a recruitment and selection process for personnel at all levels. The recruitment, selection, and employment processes are fair, transparent, and equal without discrimination against any person, regardless of race, religion, gender, age, or physical disability, according to the good corporate governance practices of the organization. In addition, qualifications, knowledge, and capacity, as well as skills and work experience relevant to each position, are also considered. As well as considering their potential to develop themselves in parallel with the growth of the Group in the same direction to ensure that The Group has personnel capable of adapting to the changing factors in terms of the economy, society, and technology, as well as the current highly competitive business environment.

As mentioned above, The Group, therefore, regards human resources as the main factor to measure the success of the organization’s business operations, which is the key to driving the organization towards its targets and sustainable growth. Therefore, The Group places importance on taking care of and treating employees with fairness and equality on the basis of respect for human rights, emphasizing participation and valuing human differences, and giving importance to non-discrimination by adhering to labor law standards and other related laws. So that the personnel of The Group can perform their duties at full capacity in accordance with the scope of duties assigned. The Group, therefore, encourages employees to develop knowledge and skills as well as apply various technologies in various forms to operations, especially by promoting a learning organization, in which employees can learn and gain experience to become knowledgeable, deep, and broad by themselves, which is beneficial to the organization in the future and able to lead the organization to achieve its objectives in line with its vision and mission, according to the established business direction.

In addition, The Group is committed to complying with the rules, regulations, and regulations of the Group as well as related laws and international concepts. There is also an efficient hiring system, performance management, compensation, and welfare that are fair and incentivized so that personnel receive compensation and care appropriately and accurately, and fairness in the context of changing economic and social conditions, as well as promoting safety in the workplace and good quality of life for everyone. This is to make employees have a commitment to the organization (Employee Engagement) and reduce the resignation rate, while still retaining effective personnel who are dedicated to working with the organization and promoting it to have a good foundation, and stability, and increase the competitiveness of business in line with the sustainable development of the organization. Therefore, keeping employees happy and safe in the workplace as well as enjoying rights, opportunities, and equal treatment are important to the Group.

Scope of Reporting

The information on management guidelines and operating results is covered in this report for the operations of all departments of The Company and its subsidiaries (collectively referred to as “The Group”), in which The Company holds more than 99% of the shares, from January 2020 to December 2022.

Management Guidelines

During 2020–2022, the Group is undergoing an organizational restructuring in line with business growth and increased investment expansion. Therefore, the Group has determined to review and prepare the human resource management policy, which the board of directors has approved and will be effective from June 23, 2022, onwards, in order to be in line with the organization’s sustainable growth targets. It also requires that the draft TGL Human Resource Management Road Map be prepared, covering both Human Resources Management and Human Resources Development, for its use. To manage personnel in the organization to be efficient and strong with attractive and appropriate compensation and welfare. As well as equal treatment and employee welfare ⁽⁴⁰¹⁻²⁾ by adopting the guidelines for creating good relationships between The Company Group and employees as a guideline for the following operations:

Guidelines for Employee Care

Personnel Recruitment	Employee Care	Monitoring, Assessment, and Advancement Opportunity
<ul style="list-style-type: none"> Manpower plans are set in line with business growth and direction. The recruitment system provides an opportunity to attract personnel with a variety of capacities and fair knowledge based on competency principles. The employment contract is clear and fair. 	<ul style="list-style-type: none"> Prepare working facilities, places, equipment, and information technology systems. The Happy Workplace provides activities that promote knowledge, relationships, ethics, creativity, and wellness. Equal treatment, respect for rights, and equal opportunity in accessing fundamental rights at work. Compensation and benefits that are attractive and fair. Core values promote activities to instill core values. 	<ul style="list-style-type: none"> Raise awareness and understanding of the practice of good corporate governance, sustainable organizational development, and core values by identifying them as one of the key performance indicators. Transparent and fair assessment. Preparation of succession plans for important positions that will be vacant (Succession Plan) to create competent personnel from within the organization with a systematic and fairness. Equality in access to learning resources, both on-site and online training, and promoting self-learning.

Communication: Establish a communication process between the departments of The Company, subsidiaries, and associated companies for executives and employees to acknowledge the objectives and targets of the operation as well as the results of each activity to create awareness, unite, and enhance employee engagement.

Draft Human Resource Management Plan of The Company Group for the Year 2022 Draft Triple i Human Resource Management Road Map 2022

Preparatory Phase (2022)	Development Plan Operation Phase (2023-2024)	Operational Phase and Performance Monitoring (2025-2026)	Expand Operating Results (2027)
Review, and draft regulations on human resource management to be in line with business growth, sustainable organizational development, and good corporate governance, as well as work, and manpower planning.	Implement revised rules and regulations at work, including a performance management system and fair compensation.	Follow up on operating, review, assess results, and adjust as appropriate.	Follow up on operating, summarize, and expand performance results to cover subsidiaries and associated companies.
Review the budget allocation plan for quality of life care, "Happy Workplace".	Prepare a Triple i B-Happy activity plan according to the Thai Health Promotion Foundation's 8 Happy Workplace principles.	Follow up on performance, review, assess, and adjust as appropriate.	Follow up on operating, summarize, and expand performance results to cover subsidiaries and associated companies.
System management review, assessment, and performance indicator (Key Performance Indicator).	Introduced approved indicators to the subject.	Follow up on performance, review, assess, and adjust, as well as apply for wider use.	Follow up on operating, summarize, and expand performance results to cover subsidiaries and associated companies.
Prepare to review employee engagement surveys.	Consider studying the use of an external company (Third Party) to survey the level of employee engagement with the organization for transparency and fairness.	Use the results of the assessment to analyze and plan the implementation of human resource management.	Follow up on operating, summarize, and expand performance results to cover subsidiaries and associated companies.

Draft Human Resource Management Plan of The Company Group for the Year 2022 Draft Triple i Human Resource Management Road Map 2022			
Preparatory Phase (2022)	Development Plan Operation Phase (2023–2024)	Operational Phase and Performance Monitoring (2025–2026)	Expand Operating Results (2027)
Review the contents of the employee handbook and outline the process of communicating with employees, as well as draft a plan for instilling shared values.	Prepare employee handbook and arrange Town Hall meetings to communicate business direction, organizational movements, and important news to employees, as well as organize activities to instill common values.	Establishing the Knowledge Management Center to raise the level of knowledge of employees in line with business operations and changes in the economic and social context.	Follow up on operating, summarize results, and expand operating results to cover subsidiaries and associated companies.

Operating Result

Fair Employment System

The Group has supported the fair management of employees according to the Sustainable Development Policy, Business Ethics, Human Rights Policy, and Human Resource Management Policy along with business growth to develop the organization towards sustainability without using child labor, or forced labor. Including having guidelines for respecting differences, diversity, and equality within the organization without discrimination of gender, age, nationality, disability, religion, or others, and requiring a fair employment system as one in the strategic framework of human resource management, which is in the process of drafting the human resource management plan of the Group.

Welfare Management, Compensation, and Welfare Management System

The Group determines fair and appropriate compensation and welfare of employees, taking the scope of responsibility of the job position and the ability of the individual into account. In addition, The Group also requires executives to consider employee compensation and welfare in order to create incentives that are in line with the labor market and maintain the competitiveness of the organization. As well as considering the annual special compensation (Bonus) that varies according to the operating results of The Group and assigning it to be one of the strategic frameworks for human resource management operations that are currently in the process of drafting plans. In addition, apart from compensation, The Group also provides various welfare benefits for employees as follows:

Full-Time Employee Benefits ⁽⁴⁰¹⁻²⁾

Required Information Performance Data	Unit	2020		2021		2022	
		Head Office	Other Provinces	Head Office	Other Provinces	Head Office	Other Provinces
1. Life Insurance	Yes/No	Yes	Yes	Yes	Yes	Yes	Yes
2. Health Insurance	Yes/No	Yes	Yes	Yes	Yes	Yes	Yes
3. Coverage When Disabled or Disabled Due to Work	Yes/No	Yes	Yes	Yes	Yes	Yes	Yes
4. Rights for Maternity Leave and Child Care	Yes/No	Yes	Yes	Yes	Yes	Yes	Yes
5. Retirement Benefits	Yes/No	Yes	Yes	Yes	Yes	Yes	Yes
6. Provident Fund	Yes/No	Yes	Yes	Yes	Yes	Yes	Yes
7. Others	Yes/No	Yes	Yes	Yes	Yes	Yes	Yes

Remarks: Others refer to staff uniforms, ATK test kits, food discount coupons, etc.

Exercise of Maternity Leave and Child Care⁽⁴⁰¹⁻³⁾

Required Information Performance Data	Unit	2020		2021		2022	
		Male	Female	Male	Female	Male	Female
1. Total Number of Employees who are Entitled to Maternity and Child Care Leave	Number of Employee	0	195	0	186	0	216
2. The Number of Employees Taking Maternity and Child Care Leave	Number of Employee	0	5	0	9	0	5
3. The Number of Employees Returning to Work after Taking Maternity and Child Care Leave	Number of Employee	0	5	0	9	0	4
4. The Number of Employees who Return to Work after Taking Maternity and Child Care Leave and Continue to Work for 12 Months	Number of Employee	0	5	0	9	0	4
5. The Proportion of Employees Returning to Work and Maintaining Employment after Taking Maternity and Child Care Leave							
5.1 The Proportion of Employees Returning to Work after Maternity and Child Care Leave	Percentage	0	100	0	100	0	80
5.2 The Proportion of Employees Maintaining Employment after Taking Maternity and Child Care Leave	Percentage	0	100	0	100	0	100

Remark: The right is only for a full-time employee, not including a temporary employee.

Developing the Organization that Makes Employees Happy at Work (Happy Workplace)

The Group sees employees' happiness at work as one of the elements to promote work efficiency and enhance employee experience in line with the organization's values and business philosophy. Therefore, in 2022, the executives have required 8 Happy Place (ThaiHealth), as well as the human resource management department to provide ways to communicate, publicize information that is useful between additional employees via online journals, E-Zine: HR Connect, and promote the creation of joint activities through employee clubs. The Group has assigned the Human Resource Management Department to study and draft the Triple i B-Happy plan as follows:

Draft Plan Triple i B-Happy	Examples of Activities Expected to be Implemented in 2023
Happy Body	Annual health check-ups, medical subsidies, medical supplies, and medicines, an exercise promotion program to prevent office syndrome, ergonomic selection of office equipment and supplies
Happy Brain	Potential development training
Happy Money	Activities to educate about money management, savings, and financial investments
Happy Heart	Happy Birthday activities, and volunteer activities
Happy Society	Volunteer activities; donations, blood donations, New Year party activities, recreational activities, sports activities
Happy Family	Welfare to help employees' families and promote work-life balance activities for employees
Happy Relax	Setting up a relaxing corner during the day break and designing more green space in the office such as planting trees
Happy Soul	Inviting monks to give sermons and give insights to be applied to employees' lives and work

Employee Care During the COVID-19 Outbreak

During 2020–2022, the COVID-19 outbreak greatly affected the quality of life, health, well-being, and mental state of employees. As a result, The Company Group has to adapt to the new way of life (New Normal) in order to be able to operate continuously and efficiently along with managing the health care of employees. The measures for employee care are as follows:

Hygiene and Safety Measures (Clean and Safe) 2020–2021		
1. Screening	2. Communication	3. Risk Management
1.1 Organize staff screening by means of a temperature check or by asking for staff symptoms at the entrance. If it is found that the temperature is higher than 37.5 degrees celsius and there are symptoms or risks, refrain from entering the place.	2.1 Communicate measures to employees before and during meetings.	3.1 Prepare an area or room for isolating risky or feverish patients, coordinate public health facilities, and prepare a safe forwarding system.
1.2 There is a system to detect and record risky behavior or the history of risky behavior by employees.	2.2 Inform employees in advance about the practices and prohibitions for attending the meeting, in the event that the risk screening criteria are not met.	3.2 Assign a director to inspect, and supervise the activities in accordance with the specified measures.
	2.3 Clarification of various measures including information and important news through the organization's online system.	3.3 Set social distance measures in the office building and operating areas.
		3.4 Establish measures Work-from-Home for employees.

In 2022, after the government announces the relaxation of measures, The Company Group is still vigilant and always prepared to ensure the continuity of the organization's business operations and the good health of all employees.

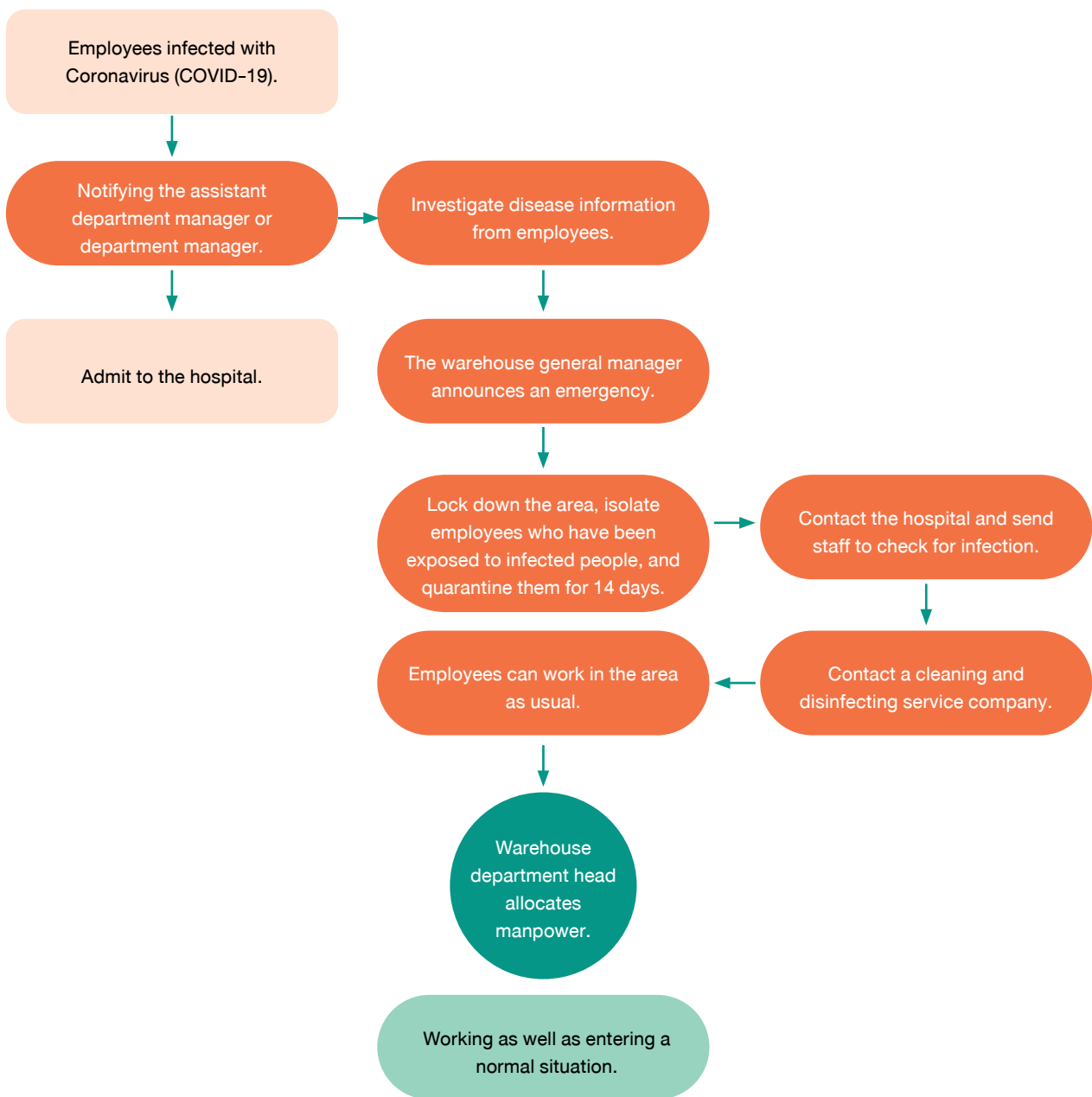
Emergency Response Measures in Case of the COVID-19 Outbreak in the Group at the Warehouse Area During 2020–2021	
Procedures	Methods of Operation
1	Employees report COVID-19 infection information to assistant department managers or department managers through telephone channels, Line Application, or other social media to investigate disease information, work areas, and contact persons for determining risk areas and finding the number of employees who have been exposed to infected people (High Risk) and inform all information to the warehouse manager.
2	Announcement of an epidemic emergency to keep all employees informed, lock down work areas where infected employees work, and isolate employees who have been exposed to infected people (High Risk) with a 14-day quarantine.
3	Contact hospitals that provide testing services for COVID-19 and send staff who have been exposed to infected people (High Risk) to get tested for COVID-19.
4	Contact a cleaning service company to disinfect the COVID-19 virus and the work area.
5	Employees listed according to the plan can work in the area as usual by coordinating with the warehouse supervisor to allocate manpower each day to suit the amount of work.

Emergency Response Measures in Case of the COVID-19 Outbreak in the Group at the Warehouse Area from October 1, 2022 Onwards	
Procedures	Methods of Operation
1	Employees report COVID-19 infection information to assistant department managers or department managers through telephone channels, Line Application, or other social media to investigate disease information, work areas, and contact persons for determining risk areas and finding the number of employees who have been exposed to infected people (High Risk) and inform all information to the warehouse manager.
2	Announcement of COVID-19 cases to all employees.
3	Housekeepers clean and disinfect the COVID-19 virus in the work areas.
4	Employees listed according to the plan can work in the area as usual by coordinating with the warehouse supervisor to allocate manpower each day to suit the amount of work.

Emergency Response Measures in Case of the COVID-19 Outbreak in the Group at the Warehouse Area from October 1, 2022 Onwards

Procedures	Methods of Operation
5	<p>The duration of treatment, when infected with COVID-19, is as follows: For employees who are infected with COVID-19, whether seeing a doctor or not, take leave for treatment for at least 5 days by doing an ATK self-check before returning to work.</p> <ul style="list-style-type: none"> • Positive, results show 2 lines: The Company Group encourages employees to continue treatment until the ATK test results show negative results. • Negative: Employees can go to work immediately and must follow the measures of The Company Group. High-risk employees, do not have to self-quarantine but must observe their own symptoms and follow the measures of The Company Group.

Procedures for Emergency Response in the Event of COVID-19 Outbreak



Performance Through Employee Care Measures During COVID-19 Outbreak During 2020-2022 of the Group

	2020	2021	2022
Number of Employees Infected with COVID-19 (Person)	3	40	232
Coverage of Care Through Measures (Person)	637	593	473
Number of Employees who have Died from COVID-19 (Person)	0	0	0

Remark: The number of employees affected by the COVID-19 outbreak is the number recorded by The Group.

Performance Appraisal

Due to the human resource management policy of the Group that has been effective since June 23, 2022. The Company Group has set up a performance management system for personnel in the organization (Performance Management System) to create achieving good operational results through continuous efficiency can be used as a standard for adjusting the annual salary rate and annual award compensation (Bonus). However, the bonus will depend on the overall operation of the Group, including considering the fair level adjustment of employees on the basis of competency and considering the performance according to the key performance index that is concrete. Such compensation management is linked to individual performance, which requires employees at all levels to set targets and performance indicators that align with business targets and strategies. Which can reflect differences in employee performance without discrimination.

In 2022, the Group has determined that the operations of all departments must be in line with the sustainable organization development strategy. Therefore, the Human Resource Management Department has set up a study of such strategies and drafted a performance appraisal plan that covers corporate sustainability development. As well as cultivating such values for employees at all levels to recognize and understand the operation, along with plans to set it as another key performance indicator (KPI), which will be reported on progress later.

Performance Appraisal Performance

	2020	2021	2022	Target of the Year 2027
The Proportion of Employees Receiving Performance Appraisals- The Company Group	100	100	100	100
The Proportion of Employees Perceiving KPI on Corporate Sustainability Development	N/A	N/A	N/A	100

Remark: The sustainable organizational development strategy has been implemented for the first time in 2022, currently, it is in the process of reviewing the performance appraisal guidelines in line with the aforementioned strategy. Therefore, in 2020-2022, data cannot be specified.

HUMAN CAPITAL DEVELOPMENT (404-1, 404-2, 404-3)



Triple i Logistics Public Company Limited (“The Company”) and its subsidiaries (collectively referred to as the “Group”) consider human resources to be valuable and an important driving force for the organization. Therefore, it is aware of the importance of personnel potential development to be in line with the expansion of the organization through the process of personnel potential development which is essential for sustainable organizational development. Therefore, The Group has established a human resource management policy and drafted a new personnel potential development plan with the aim of developing personnel potential to have sufficient competency to drive the organization according to its strategies and business targets with efficiency. Moreover, The Group is also committed to providing opportunities to all employees to grow in their careers (Career Path) through a learning process along with various forms of development suitable for each employee group (Re-Skill & Up-Skill) as well as encouraging employees to develop themselves all the time to increase their skills and capacity to work more efficiently. It promotes good quality of life and fosters a sustainable learning culture in the organization.

Scope of Reporting

Information on management guidelines and performance in this report covers the operations of all business units of The Company and subsidiaries (collectively referred to as “The Group”), in which The Company holds more than 99% of shares from January 2020 to December 2022.

Management Approach

Personnel development is an important task and it is necessary to review and plan the development carefully. In 2022, The Group set up a Human Resource Management Policy and revisited the potential development guidelines for personnel in the organization to be in line with the organization’s sustainable development strategy to enhance knowledge, ability, and teamwork with creativity upgrading work processes to be more efficient as well as having the ability to create value for the delivery of services or goods that meet the needs of customers impressively. More importantly, The Group must learn to adapt to the impact of the current changes in technology, economy, and society to be ready to keep pace with the growth of the business in The Group which is expanding in the region continuously.

Therefore, The Group has determined to adjust the strategy and personnel management plan to be in line with the aforementioned operational direction by requiring employees in the organization to have the knowledge, and understanding of sustainable development operations through workshops. In 2022, The Group has organized such training for top executives, department heads, and all parties involved. Experts in sustainable organizational development from external organizations were invited as lecturers to share knowledge on this occasion. As a result, those who received this training are aware of the importance of sustainable development and can apply it to strategy determination and operational plans both at the organizational and departmental levels, building confidence in important steps that will drive the organization towards continuous and sustainable development.

To ensure continuity in the business operations of The Group that are expanding, the executives, therefore, require a review of the personnel potential development plan to be in line with current business directions and strategies that must create a balance between the dimensions of economy and governance, environment, and society. Therefore, the human resource management department has prepared a Draft Triple i Human Capital Development Roadmap to

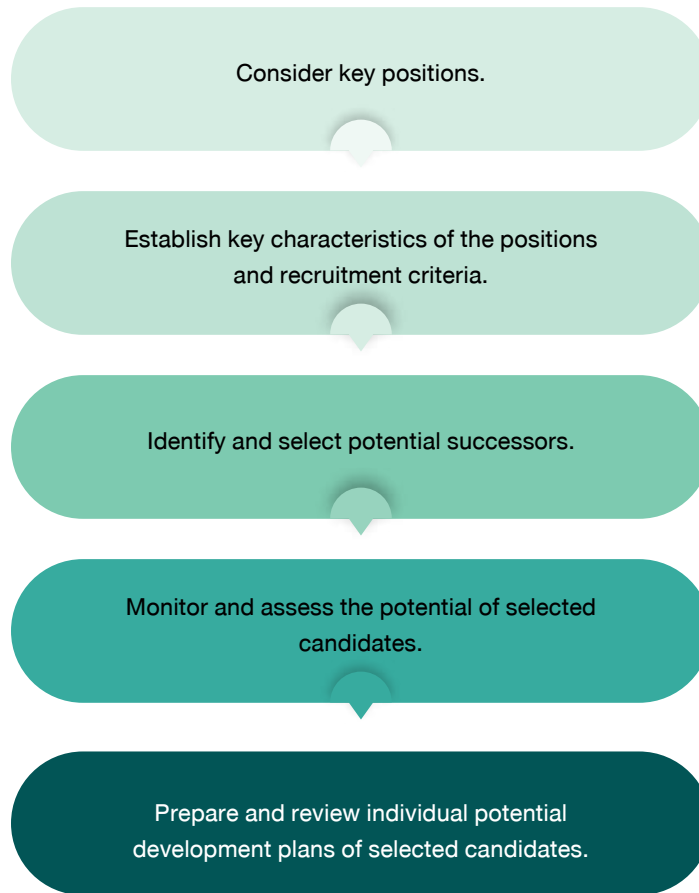
correspond with such changes as well as reviewing and drafting individual potential development plans and succession plans for greater clarity to prevent operational risks in case the key positions become vacant. There are reviews of the manpower framework, study on succession planning and reviews of the recruitment process, and preparation of successors to ensure the continuity of business operations of the organization to have personnel who continue to perform duties as assigned and is able to continue the mission of The Group to be successful. In this regard, the development of competency standards has been studied, along with the monitoring process, as well as other necessary factors have been considered to ensure success in the development of the succession to be concrete, such as determining a group of employees with good performance and high potential and determining factors to consider in preparing a replacement plan for key positions by using international tools for management such as 360-degree assessment results (Leadership Competency Assessment and Leadership Potential Assessment) and past performance of employees as a component to consider grouping successor candidates and require that the successor recruitment process be continuously reviewed every 3 years.

Draft Human Capital Development Roadmap			
Preparatory Phase (2022)	Operation Plan Development Phase (2023)	Operation Phase and Performance Monitoring (2024–2026)	Expand Operating Results (2027)
Review and draft strategies for personnel potential development to be in line with organizational sustainability strategies.	Request approval for the implementation of the plan.	Operate, review, assess, monitor performance, and make adjustments as appropriate.	Monitor, summarize, and expand operating results, as well as review the aforementioned strategic framework every 3 years.
Plan and allocate budget for personnel potential development.	Request budget approval to operate according to the plan.	Operate, review, assess, monitor performance, and make adjustments as appropriate.	Monitor, summarize, and expand operating results.
Draft a succession planning management.	Determine the positions for the Succession Plan and plan the development of skills and capacities of the successors.	Operate, review, assess, monitor performance, and make adjustments as appropriate.	Assess successors, monitor, summarize, and expand operating results.
Study and draft Individual Development Plan (IDP).	Assign a subject and operate according to the plan.	Operate, review, assess, monitor performance, and make adjustments as appropriate, as well as deploy more IDPs to other groups.	Monitor, summarize, and expand operating results.
Study information to increase various learning channels for employees.	Prepare the Knowledge Management development plans in various forms, along with preparing budgets for approval.	Operate, review, assess, monitor performance, and make adjustments as appropriate. Develop skills for employees to create and share content by themselves.	Monitor, summarize, and expand operating results.
Study information for specific professional development.	Prepare a specific professional development plan.	Operate, review, assess, monitor performance, and make adjustments as appropriate.	Monitor, summarize, and expand operating results.

The drafting of a Succession Plan is applied to key positions in The Group so the knowledge and capacities are inherited and ensure that the work in the key positions has continuity by emphasizing internal recruitment first and then external recruitment to increase the opportunity for career advancement for employees with high-performance potential and consistently outstanding performance. The draft of the development of the succession plan has the steps to prepare as follows:

DRAFT THE SUCCESSION PLAN PROCESS

The Company will select applicants who pass the assessment criteria by inquiring about their willingness and submitting names to the nomination and remuneration committee for final consideration. The important steps are outlined below.



DRAFT GUIDELINES FOR DETERMINING THE QUALIFICATIONS OF SUCCESSORS FOR KEY POSITIONS

Position	Consideration Criteria	Assessment Criteria Component and Proportion
CEO / CFO	<ul style="list-style-type: none"> Age not over 56 years old Graduated with a bachelor's degree or higher (only for the CFO position must graduate in Accounting or Finance and have knowledge of accounting standards and tax laws) Years of experience not less than 10 years At least 10 years of logistics business management experience (only for the CFO position must have experience managing accounting and financial system management processes) Former Managing Director / Executive Director / General Manager, being accepted by executives and personnel in the organization Performance assessment results for the past 5 years 	<ul style="list-style-type: none"> Past performance 30% Competency assessment result 20% Leadership and management skills assessment result 20% 360 Degree assessment result 20% English proficiency assessment result 10%

Position	Consideration Criteria	Assessment Criteria Component and Proportion
Managing Manager / Executive Director	<ul style="list-style-type: none"> Age 45-50 years old Graduated with a bachelor's degree or higher Years of experience not less than 10 years At least 10 years of logistics business management experience Former General Manager / Senior Manager Being accepted by executives and personnel in the organization Performance assessment results for the past 5 years (at the level of Excellent / Good) 	<ul style="list-style-type: none"> Past performance 30% Competency assessment result 20% Leadership and management skills assessment result 20% 360 Degree assessment result 20% English proficiency assessment result 10%

Employee Training

In 2022, The Group organized training to develop personnel potential throughout the year. There was In-House Training for employees, and executives, as well as encouraging employees to study specialized skills training courses from public training. In 2022, there was an average of 9.77 hours per person per year of training hours for executives (primary to top levels). Employees and supervisors have an average training hours of 36.72 hours per person per year. The average individual cost is 2,635.65 THB per person per year. There are also performance reviews and career development which is prepared at least once a year from the supervisors based on the line of work.

Table 1 Average Number of Training Hours per Year per Person ⁽⁴⁰⁴⁻¹⁾

Required Information Performance Data	Unit	̄		
		2020	2021	2022
Average training hours of all employees	Hour/Person	9.56	28.47	28.35
Average training hours by gender				
• Male	Hour/Person	16.37	33.08	41.14
• Female	Hour/Person	8.52	19.51	32.06
Average training hours by level				
• Top Executives	Hour/Person	2.72	19.19	2.94
• Middle Executives	Hour/Person	14.58	3.73	9.81
• Primary Executives	Hour/Person	10.52	13.37	16.56
• Employees and Supervisors	Hour/Person	12.98	42.50	36.72

Table 2 Average Training Expenses of Individual Potential Development Plan and Succession Plan ⁽⁴⁰⁴⁻²⁾

Required Information Performance Data	Unit	2020	2021	2022
Average training expenses	THB/Person	-	-	2,635.65
The proportion of employees with individual potential development plans	Percentage	-	-	0
The proportion of key positions with succession plans	Percentage	-	-	0

Remark: Due to the review and adjustment of the personnel potential development plan to be in line with the organizational sustainability development strategy and individual potential development plans and succession plans have recently been included in the human resource management policy which came into effect on June 23, 2022, therefore, in the year 2020-2022, there is no operation of individual potential development plans, and succession plans, as well as average training expenses have not been systematically recorded.

Table 3 The Proportion of Annual Performance Reviews ⁽⁴⁰⁴⁻³⁾

Required Information Performance Data	Unit	Year		
		2020	2021	2022
Annual performance reviews by gender				
• Male	Percentage	100	100	100
• Female	Percentage	100	100	100
Annual performance reviews by level				
• Top Executives	Percentage	100	100	100
• Middle Executives	Percentage	100	100	100
• Primary Executives	Percentage	100	100	100
• Employees and Supervisors	Percentage	100	100	100

Table 4 List of Training Courses Organized by The Group for Personnel at All Levels in the Past Year

1. Triple i Logistics Public Company Limited

Level	Training Course
New Employees	<ul style="list-style-type: none"> • New Employee Orientation Course • New Employee Safety in Work Training Course
Employees from all Department	<ul style="list-style-type: none"> • Basic First Aid Course • Primary Fire Fighting and Fire Evacuation Course • Personal Information Handling Courses (PDPA in Action) • Good Corporate Governance, Business Ethics, and Anti-corruption in the Organization Courses
Supervisors	<ul style="list-style-type: none"> • Supervisor Level Safety Officer Course • Leadership...How to Be a Good Leader Course • Good Corporate Governance, Business Ethics, and Anti-corruption in the Organization Courses
Manager Level and Above	<ul style="list-style-type: none"> • Strategic Thinking Course • Risk Management Course • Personal Data Protection Act (PDPA) Course • Management Level Safety Officer Course (The Safety Officer in Management) • Management in Line with Organizational Sustainability Strategy Course • Good Corporate Governance, Business Ethics, and Anti-corruption in the Organization Courses
Employee Specific Training	<ul style="list-style-type: none"> • Basic Understanding of Organizational Sustainability Practice Course • Air Cargo Basic Course • Marine Cargo Insurance Course • Thai Cargo Academy Course • Logistics Management in the Current Situation Course • Basic Finance and Must-Know Science for New Generation Accountants Course • Build a Cargo Transportation Strategy with Business Model Canvas & Design Thinking Course • Insights of Revenue and Assets of NPAEs Course • All 2022 TFRS Course • Revenue Recognition Criteria According to TFRS 15 for General Businesses Course • The Rules for Calculating Different Accounting Profit and Tax Course • Preparation of Financial Statements in Accordance with Accounting Standards Course • Accounting Document Issue Course • Things to Adapt and Cope with Change for Accountant Course • Developing the Future People Course • Digital Transformation in HR Course

Level	Training Course
Top Executives or the Board of Directors	<ul style="list-style-type: none"> • Good Corporate Governance, Business Ethics, and Anti-corruption in the Organization Courses • On the Topic of “PDPA for Accounting and Finance” • ESG Showcase Seminar on the Topic of “ESG Integration for Sustainability” • Climate Action Program for the Chemical Industry (CAPCI): Training of Trainers (ToT) Course

2. Subsidiary Company

Level	Training Course
New Employees	<ul style="list-style-type: none"> • New Employee Orientation • New Employee Safety in Work Training • Occupational Health, Safety, and Environment Training • Rules for the International Freight of Dangerous Goods
Employees from all Department	<ul style="list-style-type: none"> • First Aid and Basic Life Support (FirstAid CPR & AED) • Primary Fire Fighting and Fire Evacuation • Garbage Segregation According to 3Rs Principles • Knowledge on Good Corporate Governance, Business Ethics, and Anti-Corruption in the Organization • PDPA in Action • GHPs Codex • Basic Usage of e-Smart ISO Module Document Control system
Employees of Warehouse	<ul style="list-style-type: none"> • Training and Implementation of Emergency Plans in Case of Power Outages “AIR CON ROOM” • Hazardous Waste Management Training • Goods Inspection • Annual Chemical Spill Response Plan (Warehouse) Drill • Risk Considerations and Safety Assessments of Hazardous Substance Storage Place • Forklift Truck Driving Skills Training “BT Training Driver Skill” • Security Awareness • Dangerous Goods CAT.8 • Safety Management System - SMS & ERP
Supervisors	<ul style="list-style-type: none"> • GHP&HACCP System Revision 5-2020 Requirement and Interpretation • GHP&HACCP System Revision 5-2020 Internal Audit • Growth Mindset Self- Motivation for Success • Professional Negotiation and Handling of Customer Complaints • How to Be a Good Leader
Manager Level and Above	<ul style="list-style-type: none"> • Strategic Thinking Course • Risk Management Course • Personal Data Protection Act (PDPA) Course • Management Level Safety Officer (The Safety Officer in Management) • Management in Line with Organizational Sustainability Strategies Course
Employee Specific Training	<ul style="list-style-type: none"> • Knowledge on Air Freight and Dangerous Goods Control • Knowledge on Issuance of Air Waybill • Maritime Transport of Dangerous Goods • Dangerous Goods Regulations • Maritime Transport of Dangerous Goods • Dangerous Goods Regulations • Sustainable Chemistry and Climate Change • CPS Training Pest Control • Course for Cyber Freight & ISO 9001: 2015 for CS • Civil Aviation Security Internal Auditor • Usage and Maintenance of Forklift Trucks

Level	Training Course
	<ul style="list-style-type: none"> • Dangerous Goods Regulations Course • Preparation of Deferred Income Tax “Basic Deferred TAX” • Pivot Table Excel for Creating Accounting Reports • Freight Insurance • Thai Cargo Academy “Insights of Revenue and Assets of NPEA with Relevant Criteria” • Air Cargo Security Screening “Basic Operation and Maintenance Electric Counterbalance Forklift Truck”

Performance Summary

	2020	2021	2022	The Target of the Year 2027
Average Training Hours of All Employees (Per Person/Year)	9.56	28.47	28.35	For at least 40 hours

BUILDING CORPORATE CULTURE (405-1, 405-2)



Triple i Logistics Public Company Limited (the “Company”) aims to operate a comprehensive logistics business through the operation of more than 20 subsidiaries and associated companies. Integrating the power and potential of 4 main business groups and the business development department has led the Group to create a unified corporate value and culture in order to drive the Group to grow and succeed in accordance with the corporate mission on the basis of mutual sustainability.

The year 2022 is considered an important milestone for the Company in business operations after the organizational restructuring and business plan adjustment to be in line with the strategy for sustainable corporate development under the 3 pillars “People, Planet & Profit”. One of which is to strengthen the human resources of the Group of over 473 people working together. The Company’s corporate value has the intention that comes from the care and determination of the executives in defining a corporate strategic culture through shared values (3’s III) with the goal of bringing the attitudes and behaviors of the organization to operate in the same direction. It is the origin of the name of the Company, TRIPLE I LOGISTICS, where the three “I” have the following meanings:

INTEGRATION

We believe in the power of integrating strengths and bridging potential within an organization and between the organization and its business allies to achieve maximum efficiency in business operations and sustainable growth.

INNOVATION

We encourage creativity and strive to develop innovation in logistics services, pay attention to self-improvement, and see the value of learning in order to be ready to work and make a outstanding difference for the organization.

INTIMACY

We focus on providing our customers and business partners with the best and most appropriate logistics services that are created out of attention and meet the needs of customers and business partners along with building trust based on responsibility and honesty that will lead to sustainable relationships.

In addition, the Company also aims to be one of the innovative, agile, vibrant organizations that encourage employees to fully showcase their abilities and facilitate a good and safe working environment as well as support various opportunities in self-development equally, aiming to be one of the organizations with excellence in sustainable development.

Scope of Reporting

Information on management guidelines and performance in this report covers the operations of all business units of the Company and its subsidiaries that the Company holds more than 99 percent of shares (collectively referred to as the the “Group”) from January 2020 to December 2022.

Management Guidelines

Since the Company has the belief that qualified personnel with potential as specified by the organization can be consistent with the intention of the Company and the vision of the executives that will lead the organization to move in the same direction. In the past, the Company has always focused on instilling the culture and values of the organization according to the cultural framework. The Company has carried out various projects for the employees to be aware of the corporate values clearly to achieve awareness and understanding and can be the identity of the organization that reflects the image and build strength in the industry. And it is a commitment that will lead the organization to achieve mutually sustainable and successful goals. The details of operations through the concept of 3 I’s are as follows:



INTEGRATION Merging Power

- Encourage employees to participate in expressing their opinions on work together through strategies. Build good relationships to enhance work efficiency both within the department and among associated companies.
- Seize integrated coordination. Separate duties from the centralized work. Focus on participation. Work as a team both within the Company and between the Company Group.
- Set a goal to develop personnel in terms of knowledge and skills to increase by 20% by the year 2027.



INNOVATION Innovating New Things

- Focus on initiative and develop an innovative management system for all departments. Create new campaigns. Establish working system initiated by the employees in the organization itself in order to reduce the risk of erroneous work processes. The work process has been adjusted to be streamlined by using software and technology to support and link work, along with motoring and managing information through the network system in various departments.
- Provide creative knowledge management training, enhance products and services, create new innovations for work, and fulfill the mission of the organization to achieve common goals.



INTIMACY Working Closely

- Reinforce corporate values through meetings at the department level and subsidiaries and focus on building relationships among each other, such as weekly and monthly meetings, etc.
- Increase communication channels within the organization between the CEO, top executives, and employees at each level to prepare for business changes and/or significant issues.
- Organize a career development program to increase professionalism. Share and develop specific skills in new fields to reduce job relocation. Create continuity in work processes that can meet the needs of various customers.
- Build good relationships with customers, business partners, and business allies to create a good understanding between each other and solve problems together. Promote the continuous and sustainable development of collaborative processes.



Performance

To ensure that employees in the organization are aware of the corporate core values, the Group, therefore, requires a corporate value awareness survey through annual employee training and new employee orientation. The operational results and proportional goals in awareness are as follows:

Table of Corporate Core Values Awareness Survey Results

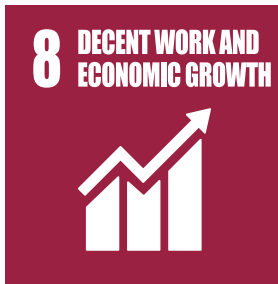
Corporate Core Values Survey	2020	2021	2022	Targets for 2027
Percentage of corporate core values awareness through annual training		-	78	More than 90 percent
Percentage of corporate core values awareness through new employee orientation	-	-	88	100 percent

Remark : The Group has surveyed corporate core values awareness through annual employee training and new employee orientation for the first time in 2022.

Future Operations

To ensure that the action plan to build the corporate culture is in line with the concept of corporate core values, therefore, the Company has an idea to conduct the 2nd employee engagement survey at the operational level. In 2022, it is in the process of studying, reviewing, and drafting work plans to be in line with the sustainable organization development strategy. Progress will be reported further.

OCCUPATIONAL HEALTH AND SAFETY (403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8)



The business operations of the Group must take into account the safety of employees, business partners, especially business partners who provide transportation services for the Group, and stakeholders within the business chain of the Group. The Group, therefore, needs to create work processes in every business chain to be aware of work safety in terms of work safety policies, implementation through a workplace safety management system continually for a good quality of life, safety, and no accidents that cause injury or illness from work which is consistent with such actions will create sustainable safety under occupational health and safety policy towards the 8th target (Article 8.8) of protecting workers' rights and promote safety and a safe working environment for all workers which are the 17 Sustainable Development Goals of the United Nations.

Scope of Reporting

Information on management guidelines and performance in this report covers the operations of all departments of The Company and subsidiaries (collectively referred to as the "Group") that The Company holds more than 99% of shares from January 2020 to December 2022.

Management Guidelines

The Group operates in work safety at the corporate level through management policies and standards, manuals, regulations, and legal requirements related to occupational health and safety, as well as assessing and analyzing the effectiveness of occupational health and safety operations. The Group is committed to being an organization that is free from accidents and injuries at work (Zero Accidents) by taking into account the safety of employees at all levels, including contractors. The Group manages occupational health and safety in accordance with national and international laws, as well as regularly assessing and reviewing all-around security risks, including continuously improving the system and safety control measures of The Group to become a model organization in terms of occupational health and safety.

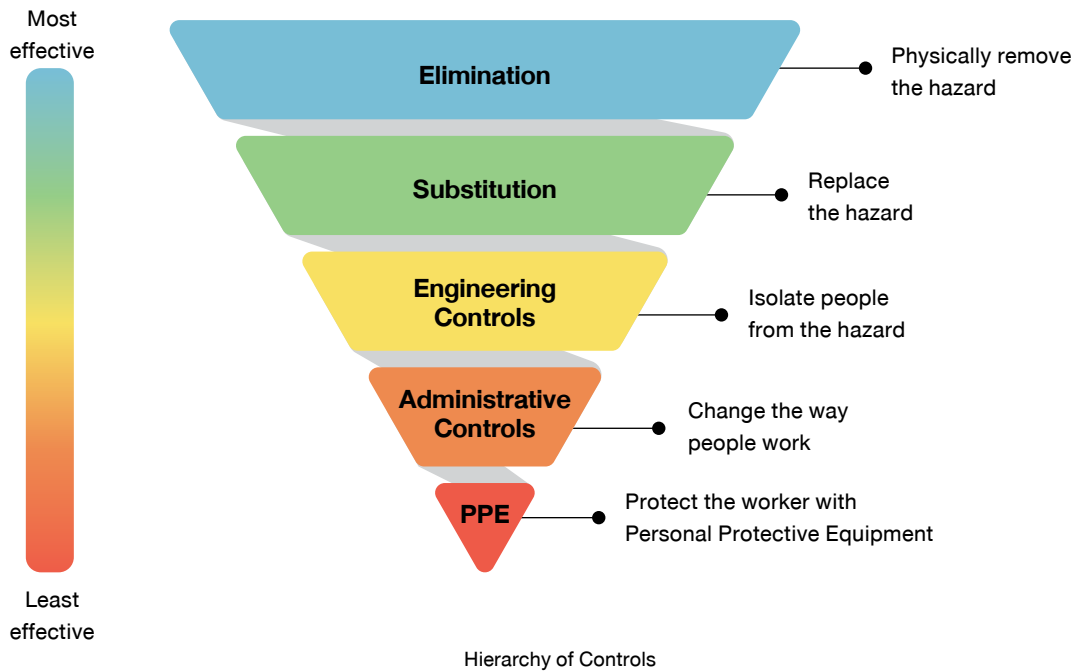
Occupational health and safety targets at the corporate level are to reduce accidents and injuries at work to zero and no fatal accidents. The Group has guidelines for developing a culture of safety at work together with the safety of workers to build confidence among stakeholders. In this regard, the management of work safety is considered a solid foundation to become a leader in the logistics business in a sustainable manner.

Hazard Identification, Risk Assessment, and Determination of Risk Management Measures

The Group has identified hazards with a continuous and systematic total quality control and management system and risk assessment according to the Enterprise Risk Management Manual which has set guidelines for preventive measures in hierarchical order according to the risks of work. The Group has communicated the specified safety measures to all operators to acknowledge and strictly adhere to. There is monitoring to assess the risks while performing actual work as well as reviewing the performance after completion of work. The risk assessment is based on the hierarchy of controls concept, which reduces the risk of illness and injury from work according to the hierarchy of controls. It is ranked by efficiency as follows:

1. Elimination
2. Substitution
3. Engineering Control
4. Management Control
5. Personal Protective Equipment

Hierarchy of Controls



Working Environment Control

The Group has regularly measured and assessed the working environment, such as measuring the intensity of light in the work area so that all operators work in a proper environment and not harmful to health, reducing the chance of disease from work. In addition, The Group also arranges to install air purifiers in the meeting room area and throughout the office areas, including reporting the amount of PM2.5 dust throughout the office areas to reduce the amount of small dust, PM2.5, and to help with ventilation, reduce the risk of spreading respiratory diseases. The Group provides adequate and easy-to-access personal protective equipment, emergency equipment, basic first aid kit, emergency plan in case of work-related illnesses to the operators as appropriate to the type and nature of work.

Stakeholders	Operating Guidelines
Employees Workers All Sub-Contractors	<ol style="list-style-type: none"> Occupational health, safety, and environment training is divided into 4 parts as follows: <ol style="list-style-type: none"> Warehouse employees Office employees Transport employees Land transport training course for transport contractors Performance monitoring according to the On the Job Training (OJT) system Compliance with relevant safety regulations and rules
Equipment	<ol style="list-style-type: none"> Equipment safety checks before and after use according to the safety procedures required by law Repair and maintenance of equipment according to the specified plan
Environment	<ol style="list-style-type: none"> Assessment and inspection of the environment before starting work Annual measurement and analysis of working environment
Suspension of Work	<ol style="list-style-type: none"> When actions or events that are below the standard are encountered When a change of scope or operational procedures is encountered In case of an emergency In case of unfavorable working conditions

Reporting and Investigating Incidents

When a change of scope or operational procedures is encountered in the event of an accident during work, employees or witnesses must notify the supervisor to assess the severity of the event and further report to the relevant people hierarchically according to the channels specified in the continuous and systematic total quality control and management system for severe accidents. The Group will set up an incident investigation committee consisting of experienced and knowledgeable persons to analyze the true cause of the incident and lead to the determination of preventive measures to eliminate and reduce risks. In this regard, incident investigation report and measures to prevent the recurrence of incidents, including the correction status, will be reported to the executives' meeting on a monthly basis.

There is also training on accident reporting and accident investigation for senior employees and above or other interested employees to increase understanding of accident reporting, writing an accident report, accident investigation, and finding effective ways to prevent recurrence in accordance with the work that can actually be operated.

Communication

The Group has created participation in operations at all levels by establishing a safety, occupational health, and working environment committee which consists of representatives at the supervisory level and employee representatives to jointly oversee unsafe working conditions, consider plans and safety, occupational health and environment policy, monitor operations to be in accordance with the law, including communicating to prevent and reduce accidents or illnesses arising from work through various channels such as:

- Sending work safety information via electronic mail
- Meetings before employees start working, such as Morning Talk, etc.
- Activities to exchange safety knowledge, such as Safety Day, etc.

Health Promotion

The Group provides health check-ups for new employees and annual health check-ups for all employees according to job risk factors and monitor the impact that may arise from work, such as pulmonary function tests, hearing test, occupational health eye examination, and the detection of heavy metal substances in the body under the health and illness database system of employees. In addition, health promotion activities are carried out according to the Happy Workplace principle.

Preventing and Mitigating Impacts in the Supply Chain

Since 2017, the Safety Audit Department has participated in the annual contractor assessment to encourage contractors to work under safety, occupational health, and environmental policy. The Group is committed to supporting contractors to develop safety operations together with service quality.

In 2022, The Group is in the process of developing the Supplier Safety and Environment Management Procedure Manual to reduce occupational health and safety risks from contractor operations. It will require every business group to have a work safety manual for contractors to be used as a safety management standard in the workplace to be in accordance with the ministerial regulations prescribing standards for administration and management of safety and working environment, B.E. 2564, to cover the contractor selection process and monitor the contractor's performance in for the operation to be protected by appropriate methods and the risk can be effectively reduced.

Raising Safety Awareness and Culture

The Group adheres to creating a good safety culture within the organization. All employees at all levels realize that safety is everyone's duty and responsibility and that everyone involved in the movement of safety policy is to come true. The Group communicates safety news continuously on a monthly basis through internal communication channels such as electronic mail (Email), communication via LINE, etc. The Group supports the development of safety knowledge in the workplace and provides training on work safety for executives and employees at all levels according to the necessity of each line and as required by law to increase skills in managing safety at work. In 2022, the following training courses have been organized.

- Occupational Health, Safety, and Environment Training
- Basic Fire Fighting and Fire Evacuation Drills
- Chemical Spill Emergency Response Drills
- Risk Behavior Elimination Training (Behavior Based Safety)
- First Aid Training

In addition, The Group has publicized to employees at all levels and included an emergency contingency plan in the employee orientation training and organized annual emergency response drills, both at the head office and the warehouse, by simulating high-probability situations or the severity of the loss is high, so that employees and related parties can understand how to act in case of an emergency. It also increases the efficiency of the incident suppression team.



Annual Fire Evacuation Drill 2022, at Chemical and Dangerous Goods Warehouse.



Annual Fire Evacuation Drill 2022, at General warehouse.



Annual Fire Evacuation Drill 2022, at the Head office building

Performance

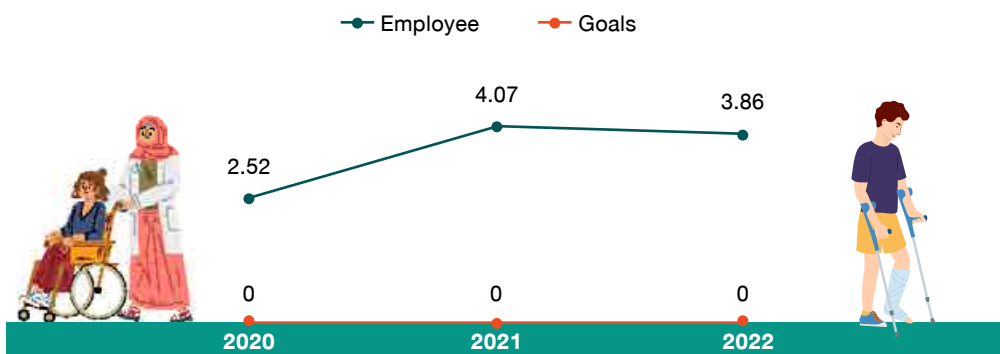
The Group has mechanisms to develop internal service processes to support continuous and systematic total quality control and management (TQM) covering operating systems in the dimensions of safety, occupational health, and environment. The Group is certified as follows:

- Quality management system certification (ISO 9001:2015)
- Certification of warehouse services that comply with good hygiene standards in food production or Good Hygiene Practices (GHP)
- Prime Minister's export award (PM Export Award) from the Department of International Trade Promotion and the honorary award for outstanding ethics (The Thai Chamber of Commerce Business Ethics Standard Test Award) from the Thai Chamber of Commerce
- Certification of Truck Transport Service Quality Standards or Q-Mark from the Department of Land Transport, Ministry of Transport
- The honor certificate for passing the Platinum level assessment on the establishment of safety, occupational health, and working environment standard management system from the project to develop establishments according to the safety, occupational health, and working environment management system standard by the Thailand Institute of Occupational Safety and Health (Public Organization) or (T-OSH), Ministry of Labor

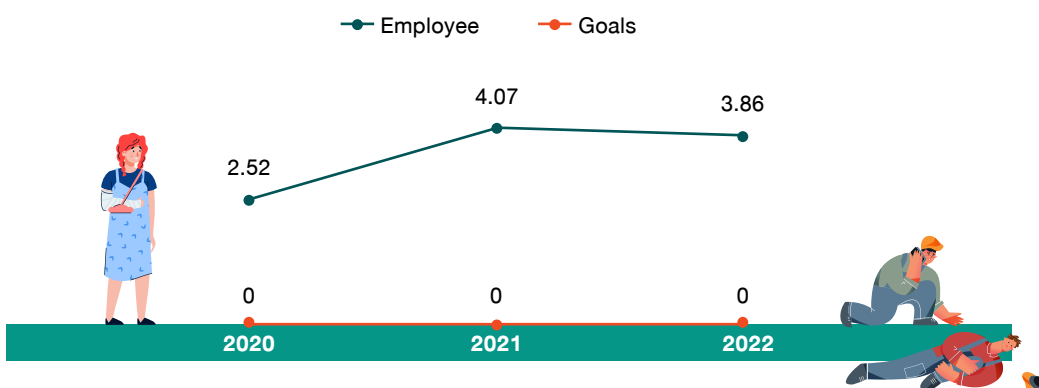
The Group focuses on the development of excellence, especially in the management of safety, occupational health, environment, and security by adhering to the operation in accordance with business operations under the concept of Responsible Care®, taking care with the responsibility to promote sustainable development.

In addition, The Group has set a long-term target to reduce the Lost Time Injury Frequency Rate (LTIFR) of employees and contractors to zero by 2027, with a separate annual target set for employees and contractors in 2023. For the yearly target of 2022, The Company considers the statistics during 2020-2022.

LOST TIME INJURIES FREQUENCY RATE, LTIFR



TOTAL RECORDABLE INJURY RATE (TRIR)



In 2022, the lost time injury frequency rate (LTIFR) of employees decreased by 0.21 from the previous year. In this regard, The Group has collected data on accidents from work-related accidents and accidents from the area/work environment. And the Group has a guideline for operating a review of risk assessment results and setting additional preventive measures, such as:

- Review of contractor work practice guidance documents.
- Standards for selecting personal protective equipment suitable for work.
- Preparedness of the emergency response team.
- Development of internal training courses to cover the operations of employees, for example, advanced firefighting training, etc.
- Increasing intensity in emergency response plan drills to promote internal support unit skills.
- Development of training courses for security officers and housekeepers to have knowledge and understanding of work safety, occupational health, and the environment.
- Conducting training on occupational health, safety, and the environment to internal employees and land transport contractors continuously.
- Conducting development of training courses for forklift truck driving skills and transportation continuously.

Performance Summary

	2020	2021	2022	The Target of 2027
Number of Deceased Employees at Work	0	0	0	0
Rate of Absence Due to Injury (Lost Time Injuries Frequency Rate, LTIFR)				
• Employees	2.52	4.07	3.86	≤ 0
• Contractors	N/A	N/A	N/A	≤ 0
Total Recordable Injury Rate (TRIR)				
• Employees	2.52	4.07	3.86	≤ 0
• Contractors	N/A	N/A	N/A	≤ 0

Remark: N/A means that The Company is in the process of developing a Supplier Safety and Environment Management Procedure work manual, therefore, there is no operation for data storage of Lost Time Injuries Frequency Rate (LTIFR) and Total Recordable Injury Rate (TRIR) of contractors.

COMMUNITY ENGAGEMENT AND CORPORATE PHILANTHROPY ⁽⁴¹³⁻¹⁾



Triple i Logistics Public Company Limited (the “Company”) and its subsidiaries (collectively referred to as the “Group”) are committed to growing business along with sustainable development, taking into account the responsibility to all groups of stakeholders and the potential impact on the organization, society, and environment. In the past, the Group has supported creating benefits back to society through various activities that the Group has initiated and implemented various projects continually. The annual budget has been allocated as appropriate. It has participated their activities both during working hours and outside of working hours to show the determination to give back to society, along with operating the main business that the Group has set goals.

Social and environmental activities of the Group have been operated under the goal of sustainable organizational development. This is one of the main business strategies and guidelines for sustainable development operations specified in the good corporate governance policy to create an opportunity to take care of the locals and nearby communities for their well-being, along with the sustainable growth of the Group.

Scope of Reporting

Information on management guidelines and performance in this report covers the operations of all departments of the Company and its subsidiaries that the Company holds more than 99 percent of shares (collectively referred to as the “Group”) from January 2020 to December 2022.

Management Guidelines

The Group focuses on operations that are parallel to social and environment responsibilities sustainably. Therefore, the business of the Group places importance on acceptance and trust from the communities along with growing together. The Group believes that building a strong foundation for the community will encourage the community to take care of themselves and grow steadily. Therefore, the Group has set up a plan to create community participation and social activities which focus on creating a good quality of life and environment for the community that is consistent with the strategy for sustainable organizational development in a social dimension. The operations are divided into 4 phases as detailed as follows:

Preparing Phase (2022)	Developing and Operational Planning Phase (2023–2024)	Operating and Operational Monitoring Phase (2025–2026)	Operational Result Expansion (2027)
<ul style="list-style-type: none"> Investigate guidelines to develop projects and create sustainable participation of people in the communities. 	<ul style="list-style-type: none"> Visit the areas to survey the needs of nearby communities within a distance of 5 km and collect data into the system. 	<ul style="list-style-type: none"> Work together with customers and business partners to organize activities in the communities determined according to the community participation and social activity plan. 	<ul style="list-style-type: none"> Monitor the performance. Summarize and expand results.
<ul style="list-style-type: none"> Prepare a data collection system to collect data from field surveys. 	<ul style="list-style-type: none"> Outline a framework or operation plan and define a target communities, nature of main activities, supporting activities, community networking, and cooperation allies, including budgets and communication plans both inside and outside the organization. 	<ul style="list-style-type: none"> Build community networks and allies and set long-term goals together. 	<ul style="list-style-type: none"> Monitor the performance. Summarize and expand results.
<ul style="list-style-type: none"> Plan to develop activities in line with the needs of the communities. 	<ul style="list-style-type: none"> Review the draft and seek approval for implementation. 	<ul style="list-style-type: none"> Review, assess, and monitor performance and make adjustments as appropriate. 	<ul style="list-style-type: none"> Monitor the performance. Summarize and expand results.

Performance

During the year 2020–2022, the Group has organized activities for society and community relations as appropriate and according to the economic context and events at that time to take part in alleviating the social burden and participate in environmental conservation. Details of the activities are as follows:

1. Social Activities Directly Related to the Company's Operations (CSR in Process)

The Company focuses on social activities to target groups who are stakeholders that affect the Company's main business operations with the aim of elevating the knowledge development of all relevant sectors. Those stakeholders are customers, business partners, employees of the Company, educational institutes, training institutes, various government agencies, associations, and private sectors in matters such as training on the transport of dangerous goods and regulations for the transport of dangerous goods by air, sea, and road, classification and labeling of chemicals that are globally harmonized, chemical risk assessment, training on regulatory framework and chemical management law in Thailand, logistics and supply chain management, international trade, international trade requirements, etc.

2. Customers and Business Partners of the Company, Government Sectors, Private Companies, Associations, and Training Institutions

The Company has organized training and passed on knowledge in many aspects for key customer groups, business partners of the Company, government sectors, private companies, associations, training institutes, educational institutes, and universities. On the previous year, the representatives of the Company participated as speakers in various forums, agencies, and industrial sectors which can be briefly summarized as follows:

- **Logistics Industry Sector**

The representatives held the position of Secretary General of the Thai International Freight Forwarders Association (TIFFA) to drive the association's strategic plan for the year 2021–2023 and was a practical trainer to develop entrepreneurs to drive the Thai food industry towards exports to the Food and Drug Administration Ministry of Public Health on the roles and responsibilities of Freight Forwarders and being a member of the Industry Competency Board: Logistics of Thailand Professional Qualification Institute (Public Organization) [TPQI] to drive the development of logistics manpower in Thailand.

The representatives were invited to be a guest speaker in the lecture "Trail - Business and Investment Opportunities in Thailand" for online training organized by the Hong Kong Trade Development Council (HKTDC) under the topic Logistics and Supply Chain Trends in Thailand.

- **Chemical Industry Sector**

The Company's representatives served as consultants in the chemical industry group, the Federation of Thai Industries, and served as Group President of the Responsible Care® with responsibilities in chemical industry group of the Federation of Thai Industries. It has been operated to push forward important plans of the agencies through domestic and international cooperation in many important areas, such as organizing the ASEAN Chemical Regulatory Cooperation Workshop (ARCP) in the form of a virtual workshop via online system. The representatives from the public and private sectors from 10 countries in the ASEAN Economic Community attended the meeting regularly.

The seminar was organized to educate excellence on safety, occupational health, and environment, 6 days 6 codes Plus, via online system for 2 times in succession from the previous 2 times in 2021. The 3rd time was held in collaboration with the Department of Industrial Works, Ministry of Industry, Pollution Control Department, Ministry of Natural Resources and Environment, and the Industrial Estate Authority of Thailand under the Code of Pollution Prevention. The 4th time was organized in collaboration with the Department of Industrial Works, Ministry of Industry, Pollution Control Department, Ministry of Natural Resources and Environment,

Department of Land Transport, Ministry of Transport, Hazardous Substances Logistics Association (HASLA), and the Chlor - Alkali products Transportation Emergency Mutual Aid Group (CATEMAG) under the Code of Safe Transportation and Supply Chain.

The learning exchange program was organized for entrepreneurs in the chemical industry to provide knowledge relevant to the implementation of the Responsible Care® management concepts and practices for chemical industry group, the Federation of Thai Industries, 2 times. The representatives were lecturers on the code of conduct for the Council of Science and Technology Professionals (CSTP) in production, control, and management lines of hazardous chemicals for 2 times.

The representative were lecturers at the Department of Labor Protection and Welfare, Ministry of Labor, for the Globally Harmonized System of Classification and Labeling of Chemicals (GHS) with staff from agencies responsible for safety throughout the country participating in the training.

The representatives were invited to be speakers at the international workshop on Sharing Good Practices in Developing Legal and Regulatory Frameworks on Chemical Security and 9th Annual International Conferences of Representatives of the Chemical Industry and Government Agencies to the Chemical Weapons Convention in Doha, Qatar, on Thailand's Actions to Raise Awareness of the Convention on the Prohibition of Chemical Weapons in the small and medium chemical industry group.

There was a Responsible Care ® group presentation at the APEC Chemical Dialogue International Conference in Chiang Mai under the theme "Connect Open Balance" on the success of Responsible Care ® in building cooperation with relevant stakeholders in Thailand.

Operation of the project for the government sector as a consultant for the development of chemical and hazardous substances management projects was based on risk assessment principles of the Department of Industrial Works, Ministry of Industry. Opinions of experts involved in the chemical risk assessment process were gathered. Also, the chemical risk assessment context was applied in Thailand, including the chemical and hazardous substance risk assessment report form of Thailand, the training of officials and personnel of the Department of Industrial Works involved with hazardous substances for manuals and methods for verifying the accuracy of safety data sheets, and the seminar to publicize the performance of the project.

There were a meeting to develop work plans of the Department of Industrial Works to support the notification of facts about hazardous substances under the List 5.6 as announced by the Ministry of Industry.

The representatives of the Company have also been directors of the Hazardous Substances Logistics Association (HASLA) to drive the important operations of the association and served as members of the sub-committee for the Control of Science and Technology Profession Standards in the fields of production, control, and management of hazardous chemicals, Council of Science and Technology Professionals (CSTP).

- **Educational Institute and University Sector**

The Company places great importance on education. In the past year, representatives of the Group served as advisors for the Executive Board of the Safety, Occupational Health, and Environment Center, Chulalongkorn University, played a role in giving opinions on the determination of a strategic framework including management policies and plans for the Safety, Occupational Health, and Environment Center, Chulalongkorn University, and attended the meetings of the Board of Directors on a monthly basis.

The Company focuses on participating in the dissemination of logistics knowledge to educational institutions, universities, including being a lecturer at the Institute of International Freight Forwarding Business (ITBS), a logistics training department on supply chain, transportation, and international trade under the Thai International Freight Forwarders Association (TIFFA).

3. Social and Environmental Activities Affecting Society and the Environment, Not Directly Related to the Company's Operations (CSR After Process)

- 1) **Blood donation activity:** Due to the severe epidemic of COVID-19 during the year 2020 until the middle of 2022, there were many infected patients who needed to be hospitalized, together with the Center for Situation Management of the Coronavirus Disease 2019 (CSCD), Department of Disease Control, and the Bangkok Metropolitan having a lockdown policy and a request for people to work from home to reduce the epidemic. As a result, the Red Cross Society and many hospitals had a shortage of reserve blood. Therefore, in 2022, the Group invited employees in the organization to donate blood to save human lives and increase pride from being a donor and self-worth. There were 9 employees of the Group donated blood at the National Blood Service Center, Thai Red Cross Society on December 27, 2022, totaling 3,150 cc. From 2023 onwards, the Group has set a goal to donate blood twice a year according to the common intention of employees.



- 2) **TRIPLE I X ART STORY project** is a project to create calendars and New Year's gifts for the year 2023. The Group recognizes the importance of being a part of contributing to society. Therefore, the Group chose to use works designed by autistic designers from "ART STORY", a social business of children and people with autism under the Autistic Thai Foundation to support equality and promote careers for people with autism. The Group used the design work to create calendars and New Year's gifts for 2023, including notebooks, tote bags, cooler tumblers, and mugs, totaling 7,950 pieces, to be delivered to customers, business partners, and business allies to express gratitude and encourage a group of autistic artists to create more good works for society.



- 3) **Pun Tung Ai Im Activity** is the activity to build good relations with surrounding communities during the New Year's Eve festival. The representatives of the Company visited and handed out 100 of "Tung Ai Im (Food bags)" containing dried food and rice to share kindness during the New Year's Eve festival to nearby communities. More than 80 households gained benefits from this project. The food products in the bags were from the "Jai Fah Project (Blue Heart)", a project to help HIV-infected patients under the care of Wat Phra Bat Namphu. The activity was organized in December 2022.



- 4) **Triple i Green Space Activity** is the activity to raise awareness of environmental conservation and add freshness and green areas by giving away 400 pots of beautiful plants and easy-to-care air purification plants to employees to bring back to their homes or grow them in the office.



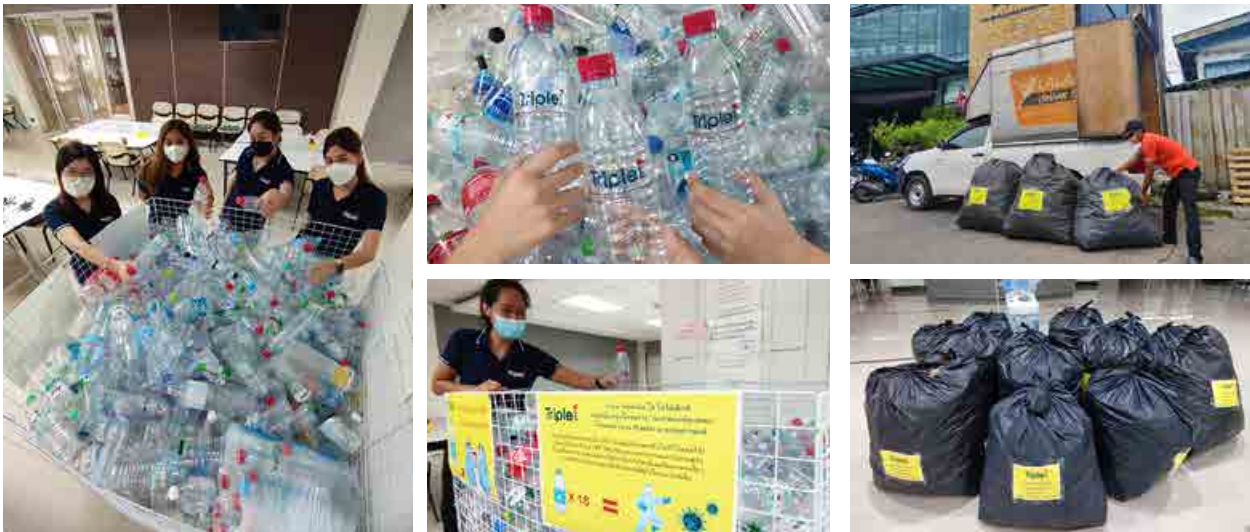
- 5) **Triple i School Tour Activity** is the activity that the Group granted educational equipment, sports equipment, and equipment within the school, including organizing recreational activities for kindergarten and primary school students under the BMA in nearby communities, amounting to 2 schools, namely Wat Pariwat School and Prathomnonsee School with 457 students participating in the activities during the year-end happy festival. The activity included a magic show from Milk Magic, a professional magician, New Year's gifts giveaways, games, rewards, sweets, and ice cream on December 12-13, 2022.



- 6) **Activity to support drinking water for temples in the communities** is one of the activities to support religion and create participation in the community. The Group donated drinking water to 4 temples in nearby communities, namely Wat Pariwat, Wat Dan, Wat Dok Mai, and Wat Khlong Mai, totaling 4,800 bottles, for distribution to Buddhists who join in the New Year praying activity at the temple.



- 7) **PET TO PPE activity** was held throughout 2022. The Group took part in the project “Separate Bottles to Help Doctors”, accepting PET plastic bottle donations from employees at the head office to be delivered to the Less Plastics group of Thammasat University to recycle and produce PPE suits to be passed on to medical personnel. A total of 5,670 plastic bottles were donated, representing approximately 315 PPE suits.



- 8) **Activity to support the medical units** is the activity that the Group donated 32 sets of foam mattresses for bedridden patients to Siriraj Hospital and donated money to support the work of Chulalongkorn Hospital Medical Unit, Thai Red Cross Society, worth 983,600 baht.



- 9) **Support the Snack Box from Yim Su Cafe** in various activities of the Group to provide opportunities for job and career creation and disseminate the work of people with disabilities under the Universal Foundation For Persons With Disabilities.



- 10) **Support the activity desks** for Tha Ploeng Mued Ae Tha Mai Nong Maklue Witthaya School, Kalasin Primary Educational Service Area Office, Kalasin Province, which was affected by the flood that the equipment inside the school was damaged.









- 11) **Use tree wreaths activity** in 2022, the Group turned to use tree wreaths to be able to be planted for further use to reduce the waste generation and be environmentally friendly.



Future Projects

Circular Living for All Activity is outlined in the community and social participation plan which is currently under study, review, and draft to be in line with the organization’s sustainable development strategy. The objectives are to reduce the amount of waste in the head office building area, warehouse buildings, and houses of the communities as well as raising awareness of 5R’s 1U to employees in the organization and people living in nearby communities with the requirement to separate leftovers. The details are as follows:

Objectives	Projects and Guidelines
<p>REDUCE</p> 	<ul style="list-style-type: none"> • Unnecessary Waste Reduction Project • Encourage employees to use tote bags instead of plastic bags. • Campaign to reduce the amount of unnecessary packaging in the workplace and for business promotion.
<p>REUSE</p> 	<ul style="list-style-type: none"> • Organize a project to reduce waste of resources and office supplies, such as using copy paper on the back to make note paper. • Organize an old calendar donation project for the visually impaired. • Organize a project to encourage employees to use their own glass of water or use disposable products as necessary. • Organize a project to share items before throwing away (Trendy Second Hand).

Objectives	Projects and Guidelines
RECYCLE 	<ul style="list-style-type: none"> PET TO PPE Project with the Less Plastic group, Thammasat University, opens for donations of PET drinking water bottles at the head office to be recycled into PPE SUIT for medical personnel or other equipment according to the suitability of the future situation. The Group plans to support the transportation of drinking water bottles to the Less Plastic group, Thammasat University, every 6 months and may extend the project by representing plastic bottle carriers to recycling sites. Organize a project to separate the caps of bottles donated in the PET TO PPE project to deliver to organizations that can recycle bottle caps to be useful.
REPAIR 	<ul style="list-style-type: none"> Organize a project to repair the broken items and improve unused items for the communities.
REJECT 	<ul style="list-style-type: none"> Campaign not to use products containing harmful chemicals such as NO FOAM, NO TOXIN, NO CHEMICAL.
UPCYCLE 	<ul style="list-style-type: none"> Organize a contest for invention projects from waste materials.

Throughout the period of the outbreak of the epidemic, it resulted in community activities in the forms of CSR in process and CSR after process which are activities organized by reasonable reasons, needs, and appropriateness to the situation. Some projects or activities were organized without any foresight. Since the Group realizes the importance of participating in social responsibility and quality of life in the communities, the Group, therefore, sets a goal to initiate and continue these activities so that they can be developed into a long-term project that is more in line with the corporate sustainable development strategy of the Group by setting guidelines and goals as detailed in the table below:

Project Details	2020	2021	2022	2023 – 2026	Goals for 2027
Community Environment	Planned and implemented as necessary and based on economic context in the social at times.		Plan and develop activity plans that align with the sustainable direction of the group of companies, as necessary and appropriate, after exploring the needs of the community and stakeholders who have contributed to creating value for society. This includes building a CSR network together with partners, subsidiaries, joint ventures, and business partners.	Carry out the work according to the approved plan, monitor the results, review the progress, and advance the project.	At least 1 project
Social and Community Development					At least 1 project
CSR in process					At least 1 project
Environmental Quality Improvement					At least 1 project



ADDITIONAL INFORMATION





Summaries of Sustainability Performance in 2022

ECONOMIC PERFORMANCE

DIRECT ECONOMIC VALUE GENERATED

Subject	Unit	2020	2021	2022
Revenues	Million Baht	1,607.37	2,939.22	2,788.79
Earnings before interest, tax, depreciation and amortization (EBITA)	Million Baht	293.73	557.06	981.65
Net profit	Million Baht	162.49	366.95	795.66
Gross profit margin	%	20.79	17.94	21.93
Air freight business	%	12.95	11.76	13.37
Sea freight & inland transport business	%	47.28	27.20	22.61
Logistics management business	%	33.64	24.77	27.11
Chemical & specialty logistics	%	26.36	25.73	29.71
Other businesses	%	27.39	26.07	11.96
Net debt to equity ratio	-	0.86	0.69	0.38
Proportion of dividend payment from net profit according to the separate Financial Statements	%	47.20	50.79	83.69

CREATING ECONOMIC VALUE TO STAKEHOLDERS

Economic value distributed to relevant stakeholders (Million Baht)	Unit	2020	2021	2022
Dividend	Million Baht	60.13	247.15	391.61
Operating expenses ⁽¹⁾	Million Baht	31.24	30.32	68.33
Employee expenses ⁽²⁾	Million Baht	285.86	329.63	325.45
Financial cost ⁽³⁾	Million Baht	31.43	28.03	33.66
Government expenses ⁽⁴⁾	Million Baht	16.68	62.05	76.05
Community and social development investments ⁽⁵⁾	Million Baht	0.33	1.05	1.06
Environmental Investment ⁽⁶⁾	Million Baht	-	-	-
Economic Value Residual	Million Baht	43.85	41.94	339.32

Remark :

⁽¹⁾ Consists of expenses for partners and contractors (excluding main suppliers).

⁽²⁾ Consists of salary, wages, welfare, contributions to the provident fund and cost of employee development.

⁽³⁾ Consists of interest expenses, financial expenses.

⁽⁴⁾ Consists of royalty, corporate income tax Local maintenance tax, property tax, specific business tax and other taxes

⁽⁵⁾ Consists of community development and social responsibility activities.

⁽⁶⁾ Consists of environmental management expenses.

TAX PAYMENT

Subject	Unit	2020	2021	2022
Corporate income tax	Million Baht	12.71	61.81	62.79
Net profit before tax	Million Baht	161.13	428.77	858.45
Corporate income tax paid	Million Baht	19.61	36.69	80.03
Corporate income tax rate	%	7.89	14.42	7.31

CORPORATE GOVERNANCE

Subject	2020	2021	2022
Corporate Governance Report (CGR)	5-star standard	5-star standard	5-star standard (4 th year)
The number of significant warnings or audit findings from the Internal Audit Department	None	None	None

BUSINESS ETHICS

Complaints arising from significant violations of the Code of Conduct in business operations	Unit	2020	2021	2022
Actions that cause harm to the health and safety of the community or the environment.	Times	0	0	0
Intentional acts that result in damage to the Group or loss of benefits.	Times	0	0	0
Acts that cause significant antitrust and unfair competition.	Times	0	0	0
Acts that facilitate the commission of an offense.	Times	0	0	0
The number of complaints resolved through the dispute resolution process.	Times	0	0	0

ANTI-CORRUPTION

Subject	Unit	2020	2021	2022
Proportion of trainees who have at least 80% pass scores from the test	%	-	98	100
Proportion of inviting key customers and partners to join CAC	-	-	100	100
Proportion of notifying important suppliers of the policy of not accepting gifts (No Gift Policy)	-	-	100	100

Subject	Unit	2020	2021	2022
Significant number of complaints regarding wrongdoings that fall into the scope of corruption	Matter	0	0	0
Status of request for certification of members of the Thailand Private Sector Collective Action Coalition against Corruption (CAC)	-	-	Declaration of intention to participate and comply with the requirements of the CAC.	Proceeding to apply for certification from the CAC.

RISK MANAGEMENT AND BUSINESS CONTINUITY

Subject	Unit	2020	2021	2022
Enterprise risk management covers all business units of the Group	%	100	100	100
Establishment of business continuity management within the organization	%	100	100	100

INNOVATION AND PROCESS DEVELOPMENT

Subject	Unit	2020	2021	2022
Number of projects for work process improvement	Project	2	2	2

SUPPLY CHAIN MANAGEMENT

Subject	Unit	2020	2021	2022
Total number of business partners of the Group	Person	3,227	2,640	2,566
• Domestic	Person	3,050	2,466	2,405
• International	Person	177	174	161
Proportion of major suppliers to total suppliers of the Group*	%	27.33	30.17	33.46
• Domestic	%	23.04	30.17	33.46
• International	%	4.29	0	0
Proportion of total procurement of the Group	%	24.99	35.19	35.68
• Domestic	%	24.99	35.19	32.27
• International	%	0	0	3.41

Remark : Identification of key suppliers is determined based on spending analysis criteria with the top 10 spending only. In 2022, there was a study and review of the criteria for determining the grouping of suppliers and identifying key suppliers in line with corporate risk.

CUSTOMER AND PRODUCT RESPONSIBILITY

Subject	Unit	2020	2021	2022
Number of customer complaints regarding privacy issues	Item	0	0	0
Number of complaints about the safety or environmental impact of transportation	Item	0	0	0
Customer satisfaction towards the Group's products and services	%	87	88.67	88.95

COMPLIANCE WITH ESG LAWS

Performance result	Unit	2020	2021	2022
Number of lawsuits that may have a negative impact on the assets of the Company or its subsidiaries	Case	0	0	0
Number of cases that significantly affect the business operations of the Company or its subsidiaries	Case	0	0	0
Number of lawsuits arising from normal business operations of the Company or its subsidiaries	Case	0	0	0
Number of significant fines	Times	0	0	0

ENVIRONMENT PERFORMANCE

GREENHOUSE GAS EMISSIONS (GHG EMISSION)

3 Types of Greenhouse Gas Emissions	Unit	2020	2021	2022
Greenhouse Gas Emissions Scope 1 (Direct GHG Emission)	Ton CO ₂ e	180	252	200
Greenhouse Gas Emissions Scope 2 (Indirect GHG Emission)	Ton CO ₂ e	1,182	1,103	626
Greenhouse Gas Emissions Scope 3 (Other Indirect GHG Emission)	Ton CO ₂ e	5	4	5

ENERGY MANAGEMENT

Performance result	Unit	2020	2021	2022
Total electricity consumption	Kilowatt-hour	2,029,724	1,895,088	1,075,667
Diesel fuel consumption	Liter per year	45,878	77,820	59,460
Gasoline fuel consumption	Liter per year	11,927	7,642	6,386
Gasohol fuel consumption	Liter per year	12,345	9,545	10,050
Energy saving rate	%	*	6.63	43.24

Remark : * refers to the year 2020, used as the base year for calculating electricity saving rates

Social Performance	Unit	2020				2021				2022			
		Male	Female	Other Genders	Total	Male	Female	Other Genders	Total	Male	Female	Other Genders	Total
Proportion of New Employees Breakdown by Total Age	Person	61	19	0	80	58	46	0	104	63	45	0	108
	%	76.25	23.75	0	100	55.76	44.23	0	100	58.33	41.67	0	100
Under 30 years old	Person	42	11	0	53	51	40	0	91	45	39	0	84
	%	79.25	20.75	0	100	56.04	43.96	0	100	53.57	46.42	0	100
31-40 years old	Person	10	4	0	14	3	4	0	7	6	5	0	11
	%	71.43	28.57	0	100	42.86	57.14	0	100	54.55	45.45	0	100
41-50 years old	Person	9	4	0	13	4	2	0	6	12	1	0	13
	%	69.23	30.77	0	100	66.66	33.34	0	100	92.31	7.69	0	100
51-60 years old	Person	0	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0	0
over 60 years old	Person	0	0	0	0	0	0	0	0	0	0	0	0
	%	0	0	0	0	0	0	0	0	0	0	0	0

Social Performance	Unit	2020			2021			2022		
		Bangkok and its vicinity	Other Provinces	Total	Bangkok and its vicinity	Other Provinces	Total	Bangkok and its vicinity	Other Provinces	Total
Number and proportion of total new employees divided by total area	Person	77	3	80	80	26	104	86	22	108
	%	97.40	2.60	100	77.19	22.81	100	79.63	20.37	100
Number and turnover ratio of employees by total area	Person	300	27	327	280	47	327	156	34	190
	%	94.30	5.70	100	85.91	14.09	100	82.11	17.89	100

Social Performance	Unit	2020				2021				2022			
		Male	Female	Other Genders	Total	Male	Female	Other Genders	Total	Male	Female	Other Genders	Total
Number and proportion of employee turnover divided by total age	Person	282	45	0	327	233	94	0	327	148	42	0	190
	%	86.24	13.76	0	100	71.25	28.74	0	100	77.89	22.11	0	100

Social Performance	Unit	2020				2021				2022			
		Male	Female	Other Genders	Total	Male	Female	Other Genders	Total	Male	Female	Other Genders	Total
Under 30 years old	Person	184	30	0	214	125	60	0	185	58	23	0	81
	%	85.9	14.01	0	100	67.56	32.43	0	100	71.60	28.40	0	100
31-40 years old	Person	77	8	0	85	82	26	0	108	57	15	0	72
	%	90.59	9.41	0	100	75.93	24.07	0	100	79.17	20.83	0	100
41-50 years old	Person	21	7	0	28	26	8	0	34	23	3	0	26
	%	75.00	25.00	0	100	76.47	23.53	0	100	88.46	11.54	0	100
51-60 years old	Person	0	0	0	0	0	0	0	0	8	1	0	9
	%	0	0	0	0	0	0	0	0	88.89	11.11	0	100
over 60 years old	Person	0	0	0	0	0	0	0	0	2	0	0	2
	%	0	0	0	0	0	0	0	0	100	0	0	100

Remark:

- Permanent Employee is an employee who has an indefinite contract with the Group, which is divided into 2 types:
 - Permanent Employee: Full-Time: means an employee who has an employment contract with the Group and has a working schedule as required by laws.
 - Permanent Employee: Part-Time: means an employee who has an employment contract with the Group and has less working hours than type 1.1 by agreement of both parties.
- Temporary Employee is an employee who has an employment contract with the Group with a clear schedule to support with the project until the end.
- Employees do not guarantee all working hours (Non-Guaranteed Hours Employees): The Group has no employees of this type.
- Total number of employees: The Group collects the number of employees as described above in clauses 1, 2 and 3 only, excluding other types of employees.
- Method of counting the number of employees: The Group uses the head count method and uses the method of averaging the number of employees throughout the year according to the Group's fiscal year.
- Other genders are alternative genders.
- Perimeter: Nakhon Pathom, Nonthaburi, Pathum Thani and Samut Prakan.
- Employees are a group of people who use labor skills and expertise that the Group employs through contractors, outsource companies, or self-employed persons, internship students, etc.

HUMAN RESOURCE DEVELOPMENT

Human Resource Development	Unit	2020	2021	2022
Average training hours of all employees	Person/year	9.56	28.47	28.35

ORGANIZATIONAL CULTURE BUILDING

Corporate Value Survey	Unit	2020	2021	2022
Percentage of corporate value recognition through annual training	%	-	-	78
Percentage of corporate value recognition through new employee training	%	-	-	88

Remark: The Group has conducted a survey of corporate value perception through annual employee training and new employee orientation for the first time in 2022.

HUMAN RIGHTS

Subject	Unit	2020	2021	2022
Significant number of human rights and equality complaints	Case	0	0	0

OCCUPATIONAL HEALTH AND SAFETY IN THE WORKPLACE

Subject	Unit	2020	2021	2022
Number of deaths from work	Person	0	0	0
Lost Time Injuries Frequency Rate (LTIFR)				
• Employees	cases per million hours worked	2.52	4.07	3.86
• Contractors	cases per million hours worked	N/A	N/A	N/A
Total Recordable Injury Rate (TRIR)				
• Employees	cases per million hours worked	2.52	4.07	3.86
• Contractors	cases per million hours worked	N/A	N/A	N/A

Remark : N/A means that the Group is in the process of developing a Supplier Safety and Environment Management Procedure. Therefore, there is no data collection of Lost Time Injuries Frequency Rate (LTIFR) and Total Recordable Injury Rate (TRIR) of contractors.

SOCIAL ACTIVITIES AND COMMUNITY PARTICIPATION

Subject	Unit	2020	2021	2022
Number of social projects or activities and participation in the community	Project per year	ND	ND	11

Remark: ND = No reporting because the Group started planning and collecting environmental management data in 2022 for the 1st year.



GRI Index

Disclosure	Description	Location (Page)	Detail / Omission	GRI Sector Standard Ref. No.
GRI 1 : Foundation 2021				
GRI 2 : General Disclosures 2021				
The organization and its reporting practices				
2-1	Organizational details	12-23		
2-2	Entities included in the organization's sustainability reporting	14		
2-3	Reporting period, frequency and contact point	8-9		
2-4	Restatements of information	2-3		
2-5	External assurance	-	Core option	
Activities and workers				
2-6	Activities, value chain and other business relationships	28-38		
2-7	Employees	26, 115-121, 152-154		
2-8	Workers who are not employees	152-154		
Governance				
2-9	Governance structure and composition	52-53		
2-10	Nomination and selection of the highest governance body	58-59		
2-11	Chair of the highest governance body	52-53		
2-12	Role of the highest governance body in overseeing the management of impacts	54-55		
2-13	Delegation of responsibility for managing impacts	54-55		
2-14	Role of the highest governance body in sustainability reporting	54		
2-15	Conflicts of interest	62		
2-16	Communication of critical concerns	24, 61-62, 79-84		
2-17	Collective knowledge of the highest governance body	59-60, 98		
2-18	Evaluation of the performance of the highest governance body	59		
2-19	Remuneration policies	-	Reporting in remuneration policy for Directors and Executives	

Disclosure	Description	Location (Page)	Detail / Omission	GRI Sector Standard Ref. No.
2-20	Process to determine remuneration	-	Reporting in remuneration policy for Directors and Executives	
2-21	Annual total compensation ratio	-	Reporting in remuneration policy for Directors and Executives	
Strategy, policies, and practices				
2-22	Statement on sustainable development strategy	27, 39-40		
2-23	Policy commitments	27		
2-24	Embedding policy commitments	39-42		
2-25	Processes to remediate negative impacts	75		
2-26	Mechanisms for seeking advice and raising concerns	44-45		
2-27	Compliance with laws and regulations	99-101		
2-28	Membership associations	25		
Stakeholder engagement				
2-29	Approach to stakeholder engagement	44-45		
2-30	Collective bargaining agreements	44-45		
Material topics				
GRI 3 : Material Topics 2021				
3-1	Process to determine material topics	46		
3-2	List of material topics	47-48		
Economic				
GRI 201 : Economic Performance 2016				
3-3	Management of material topics	77		
201-1	Direct economic value generated and distributed	78, 148		
201-3	Defined benefit plan obligations and other retirement plans	78		
201-4	Financial assistance received from government	78		
GRI 203 : Indirect Economic Impacts 2016				
3-3	Management of material topics	85		
203-1	Infrastructure investments and services supported	85-90		
203-2	Significant indirect economic impacts	85-90, 150		

Disclosure	Description	Location (Page)	Detail / Omission	GRI Sector Standard Ref. No.
GRI 204 : Procurement Practices 2016				
3-3	Management of material topics	91-92		
204-1	Proportion of spending on local suppliers	93		
GRI 205 : Anti-corruption 2016				
3-3	Management of material topics	63-66, 68-71		
205-1	Operations assessed for risks related to corruption	63-66		
205-2	Communication and training about anti-corruption policies and procedures	66-67		
205-3	Confirmed incidents of corruption and actions take	62, 67		
GRI 206 : Anti-competitive Behavior 2016				
3-3	Management of material topics	68-71		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	68-71, 73		
GRI 207 : Tax 2019				
3-3	Management of material topics	68-70		
207-1	Approach to tax	149		
207-2	Tax governance, control, and risk management	79-84		
207-3	Stakeholder engagement and management of concerns related to tax	149		
Environment				
GRI 302 : Energy 2016				
3-3	Management of material topics	106		
302-1	Energy consumption within the organization	108		
302-2	Energy consumption outside of the organization	108		
302-3	Energy intensity	108		
302-4	Reduction of energy consumption	106-107		
302-5	Reductions in energy requirements of products and services	106-107		
GRI 303 : Water and Effluents 2018				
3-3	Management of material topics	109		
303-2	Management of water discharge-related impacts	110		
303-4	Water discharge	110		
303-5	Water consumption	110		

Disclosure	Description	Location (Page)	Detail / Omission	GRI Sector Standard Ref. No.
GRI 305 : Emissions 2016				
3-3	Management of material topics	103-104		
305-1	Direct (Scope 1) GHG emissions	104		
305-2	Energy indirect (Scope 2) GHG emissions	104		
305-3	Other indirect (Scope 3) GHG emissions	104		
305-4	GHG emissions intensity	105		
305-5	Reduction of GHG emissions	105		
GRI 306 : Waste 2020				
3-3	Management of material topics	111		
306-1	Waste generation and significant waste-related impacts	112-113		
306-2	Management of significant waste-related impacts	112-113		
Social				
GRI 401 : Employment 2016				
3-3	Management of material topics	115-117		
401-1	New employee hires and employee turnover	152-154		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	117		
401-3	Parental leave	118		
GRI 402 : Labor/Management Relations 2016				
3-3	Management of material topics	73-75		
402-1	Minimum notice periods regarding operational changes	115-117		
GRI 403 : Occupational Health and Safety 2018				
3-3	Management of material topics	131-135		
403-1	Occupational health and safety management system	131-135		
403-2	Hazard identification, risk assessment, and incident investigation	131-135		
403-3	Occupational health services	131-135		
403-4	Worker participation, consultation, and communication on occupational health and safety	131-135		
403-5	Worker training on occupational health and safety	133-134		
403-6	Promotion of worker health	117-121		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	117-121		
403-8	Workers covered by an occupational health and safety management system	137		
403-9	Work-related injuries	136-137		
403-10	Work-related ill health	136-137		

Disclosure	Description	Location (Page)	Detail / Omission	GRI Sector Standard Ref. No.
GRI 404 : Training and Education 2016				
3-3	Management of material topics	122-125		
404-1	Average hours of training per year per employee	125, 128		
404-2	Programs for upgrading employee skills and transition assistance programs	125, 128		
404-3	Percentage of employees receiving regular performance and career development reviews	126		
GRI 405 : Diversity and Equal Opportunity 2016				
3-3	Management of material topics	73-75, 128-129		
405-1	Diversity of governance bodies and employees	152-155		
405-2	Ratio of basic salary and remuneration of women to men	N/A	It's under process of collecting data	
GRI 406 : Non-discrimination 2016				
3-3	Management of material topics	73-75		
406-1	Incidents of discrimination and corrective actions taken	76, 149, 155		
GRI 413 : Local Communities 2016				
3-3	Management of material topics	138		
413-1	Operations with local community engagement, impact assessments, and development programs	139-146		
413-2	Operations with significant actual and potential negative impacts on local communities	139-146		
GRI 414 : Supplier Social Assessment 2016				
3-3	Management of material topics	91-92		
414-1	New suppliers that were screened using social criteria	93		
414-2	Negative social impacts in the supply chain and actions taken	93		
GRI 418 : Customer Privacy 2016				
3-3	Management of material topics	71-72, 94-98		
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	72, 99		
GRI 419 : Socioeconomic Compliance 2016				
3-3	Management of material topics	99-100		
419-1	Non-compliance with laws and regulations in the social and economic area	100-101		



OPINION SURVEY FORM

Information from the readers' questionnaire on the Sustainability Report 2022 will be used to improve the content, disclosure format and development of future reports. Please tick ✓ in the box and express your opinion in the box.

1. Basic information

Female Male Other genders

2. As a reader of this Sustainability Report 2022, please indicate which group of readers you are?

- Corporate employee Customer Shareholder/Investor Society and community
- Business partner Media Student Government agency or state enterprise
- Research institutes or educational institutes Others, please specify.....

3. How did you receive this Sustainability Report 2022? (you may select more than 1 answer)

- Company's website Seminar Company's employee
- Company's visit Others, please specify.....

4. What purpose do you read this Sustainability Report 2022? (you may select more than 1 answer)

- Information for making investment decision
- Guideline for self-report preparation
- Study and research
- Others, please specify.....

5. Please specify your opinion on this Sustainability Report 2022.

	High	Medium	Low	Poor
How appropriate and reliable is the disclosed information?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How well do you understand the Company's sustainability issues after reading the disclosures?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How does the information disclosed match what you wish to know?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How satisfied are you overall with the Company's disclosed reports?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



6. Please select the key sustainability issues that are important to you. (you may select more than 1 answer)

Economic



- Good corporate governance
- Creating economic value to stakeholders
- Business ethics
- Anti-corruption
- Risk Management and business continuity
- Innovation and Process Development
- Supply chain management
- Customer and product responsibility
- Compliance with ESG laws

Environmental



- Environmental performance
- Greenhouse gases
- Energy management
- Water management
- Waste management

Social



- Social performance
- Employees care
- Human Resource Development
- Organizational culture building
- Human Rights
- Occupational health and safety in the workplace
- Social activities and community participation



Please specify your suggestions to improve the disclosure of information in the Company's sustainability report for the following year.

.....

.....

.....



You can complete an online reader survey by scanning the QR code or sending the survey response form to e-Mail: SD@iii-logistics.com.

Triple i Logistics Public Company Limited would like to thank you very much for your kind cooperation.







Tripleii
LOGISTICS

TRIPLE I LOGISTICS PUBLIC COMPANY LIMITED

628, 3rd floor, Triple I Building,

Soi Klab Chom Nonsee Road, Chongnonsee,

Yannawa, Bangkok 10120

www.iii-logistics.com