

# Grand Award – Kerry Logistics Network Limited 大獎 – 嘉里物流聯網有限公司



Kerry Logistics  
Network Limited  
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## Report Summary

*Provided by Kerry Logistics Network Limited*

### Company Background

Kerry Logistics Network Limited (636.HK; KLN) is an Asia-based, global 3PL with a highly diversified business portfolio and the strongest coverage in Asia. We offer a broad range of supply chain solutions across integrated logistics, international freight forwarding, industrial project logistics, to cross-border e-commerce and last-mile fulfilment. Our network and specialist infrastructure give us capabilities spanning an array of sectors.

With a global presence across 58 countries and territories, KLN has established a solid foothold including half of the world's emerging markets. Our diverse infrastructure, extensive coverage in international gateways, and local expertise extends across China, India, Southeast Asia, the CIS, Middle East, LATAM and other locations.

With more than 34,000 global employees all striving for excellence, the Group is the largest international logistics company listed on the Hong Kong Stock Exchange.

### Leadership

Our Global Executive Committee uses its deep logistics knowledge and market intelligence from our operations to set out a clear corporate vision with support from our Board. The vision is clearly shared with all stakeholders through platforms including our websites, social media platforms, and announcements. We embrace board diversity to avoid blind spots.

Our core values framework VOICE guides our corporate behaviour. We expect our staff and our suppliers to act with openness and integrity, and our senior leaders to lead by example.

KLN's leadership extends to the community where it is committed to helping youth development, the underprivileged, and the environment.

## 報告摘要

*本報告摘要由嘉里物流聯網有限公司提供*

### 公司背景

嘉里物流聯網有限公司(股份代號: 636.HK)是以亞洲為總部的全球第三方物流企業,擁有多元業務及強大亞洲網絡。我們提供廣泛的供應鏈解決方案,覆蓋綜合物流、國際貨運代理、工業專案物流、跨境電商及最後一里配送。憑藉其網絡及基礎設施,我們得以服務多個行業。

我們的業務遍及全球58個國家及地區,立足全球過半新興市場。多元基礎設施、國際樞紐覆蓋,以及專業知識,使我們業務橫跨中國、印度、東南亞、獨聯體、中東、拉丁美洲和其他地區。

我們於全球僱用34,000多名員工,為香港聯交所上市公司中,規模最大的國際物流企業。

### 領導才能

憑藉豐富行業經驗及營運部門反饋,全球執行委員會在董事會指導下,定立明確企業願景,並透過不同渠道如網頁、社交平台,及公告與持分者溝通。為拓寬企業視野,我們致力推行董事會多元化。

我們依賴核心價值框架「VOICE」,為我們的言行提供指引。我們期望員工和供應商可秉持操守,高級管導層亦能以身作則。

我們的領導能力亦延伸至社區,在青年發展、弱勢社群及環境保護盡一分力。

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### Strategy

KLN adopts a comprehensive, bottom-up approach for planning its corporate strategy. Our Global Executive Committee examines macro factors such as the political, economic and social landscape, and the technological environment. KLN's respective business units are responsible for considering micro factors and the views of stakeholders.

This collaborative approach to decision-making and an experienced and diverse Board allows us to take swift actions which are crucial to maintaining our market position. We harness technology such as our dashboard management reporting system to monitor the progress and effectiveness of our strategy.

### Customers

We are able to obtain instant and actionable information from our key customers through our key Account Servicing System. Our business unit specialists are responsible for handling client feedback on operations, service quality, and new service demand.

We encourage engagement with retail customers through surveys, service hotlines, and social media. We strive to learn about potential customers through what our peers disclose publicly and use our comprehensive customer database and CRM system to approach new clients.

### 策略

我們以從下而上的方式制定企業策略。全球執行委員會會審視政治、經濟、社會和技術等宏觀因素，相應部門則把微觀因素及持分者意見融入策略中。

透過群策群力的決策方式，加上經驗豐富及多元的董事會，我們得以迅速行動，鞏固市場地位。我們亦引入互動營運管理報告系統等技術，監察決策過程及提升成效。

### 客戶

針對主要客戶，我們能透過專屬服務系統獲取即時資訊。並設有專業團隊處理其日常營運、服務質量和服務新疑難。

個別客戶而言，我們透過問卷調查、服務熱線和社交媒體與其聯繫。我們亦致力了解潛在客戶，透過公開訊息、客戶數據庫及關係管理系統，贏取新客戶信任。



Upholding our core value VOICE, we encourage our staff members to share their views and create a diversified and inclusive environment and path for global expansion.  
秉承核心價值 VOICE，鼓勵員工分享，為全球擴張創造多元及包容環境。

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KLN provides a comprehensive product offering and tailor-made solutions to support our customers amid ongoing global challenges.  
提供全面產品和量身定制解決方案，以支持客戶應對持續的挑戰。

### Measurement, Analysis, and Knowledge Management

For integrated logistics, we use our proprietary KerrierVision system to provide customers with real-time operating data including inventory, freight, purchase order and delivery tracking. Our bespoke KerrierTrack software, meanwhile, collects information on freight forwarding goods movement, tracking shipment information and status, as well as events and milestones during the process. We track metrics including financials and sustainability to create value for shareholders and other stakeholders.

Our Management Committee reviews operating data regularly and analysis of specific industries and sectors, helping us to better understand our customers.

### Workforce

Our annual employee evaluation helps us to understand the resources we have. End-of-year business review helps to identify gaps, which will be filled with the right talents through our established recruitment procedure. Planning an efficient recruitment process means we can meet our changing workforce needs.

In addition to traditional recruitment methods, our Young Executives Academy has been nurturing future leaders for KLN since 2001. Meanwhile, we provide our staff with training and wellbeing benefits to help them explore their potential.

We incentivise our workforce by rewarding them for meeting mutually beneficial KPI and aim to understand their targets and concerns during the planning process.

### 評估、分析和知識管理

綜合物流業務方面，KerrierVision系統為客戶提供全面及即時數據，包括庫存、運費、訂單和交付過程。國際貨運方面，KerrierTrack可收集物流訊息、交付狀態、事件及里程碑。除營運資料，我們亦跟蹤財務、會計和可持續性指標，為股東和持分者創造價值。

管理委員會定期審查資料並進行深入分析，以加深客戶了解。

### 工作團隊

年度評估有助我們了解現有人力資源。至年終時，各事業部會辨識其需要，透過既定招聘程序，僱用合適人才。妥善規劃及高效招聘流程，使我們能滿足不斷變化的需求。

自2001年，Young Executives Academy致力培養未來領袖。我們亦為員工提供培訓及福利，助其發揮所長。

我們通過制定互惠關鍵績效指標，以激勵員工、了解其目標及需要。

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### Operations

Our key business focuses on providing customised logistics solutions in an efficient and cost-effective manner. The characteristics of the origin, destination and journey determines the requirements of our products and processes.

Each business segment has a set of well-documented standard operating procedures, which are embedded into our operations and IT infrastructure. We take a reactive approach to improving our compliance, service excellence and efficiency. We are keen to implement new technology which improves workflow and processes.

Meanwhile, each of our suppliers is subject to a robust prequalification process to ensure they are aligned with our values.

### Results

KLN strives to provide comprehensive logistics solutions to its customers. That dedication is reflected in the successful acquisition of APEX in 2016, as well as the cooperation with S.F. Holding in 2021. Our pursuit of efficiency has led us to introduce robotics at warehouses and real-time data monitoring and analysis tools, which allow us to streamline processes and explore new business opportunities.

Our response to the COVID-19 pandemic underlines our commitment to safeguarding our operations, staff, and the community. Meanwhile, our ongoing efforts in humanitarian logistics will expand our service capabilities to assist in any future disaster and relief operations.

Our management has made swift and informed decisions, such as extending our focus from Asia to CIS, from cross-border to multi-modal solutions, from B2B to B2C business, and from an Asia-Pacific focus to an international presence. Our business continues to grow because our management has successfully pursued strategic M&A objectives.

We continue to improve our governance practices and have upheld the highest standards of compliance. We have matured as a corporate citizen from simply fulfilling our CSR role in 2016, to driving business growth in tandem with our ESG objectives through the introduction of our three-year sustainability roadmap and aim to achieve net-zero emissions by 2050.

Finally, we have been able to create value to our shareholders continuously over the years by recording steady earnings growth. Our long-term goal to become the largest Asia-based global freight forwarding platform increasingly appears within our grasp. Pursuing M&A and collaborations will extend our network coverage, broaden our cross-border product offerings, and provide access to R&D and IT solutions that can propel us forward.

### 營運

我們專注提供定制的高效物流服務，而產品和流程需求則取決於當地的特性、運送方法及路線。

各業務部均有清晰標準運作流程，流程已融入營運和基礎設施當中。我們以積極態度提高業務合規性、服務質素和效率，並引入新技術以改進流程。我們對供應商亦有同樣要求，以確保標準及價值觀一致。

### 業績

我們致力於產品和服務多元化，提供全面物流服務。該追求正反映在2016年收購APEX及2021年與順豐控股合作之上。我們在倉庫亦引入機器人以提升效率，並推出即時數據監控和分析，簡化流程並探索新機遇。

我們在疫情下維持業務運作並兼顧員工和社群需要。人道物流服務亦使我們能支援各項救援行動。

策略方面，我們透過掌握全面資訊，迅速作出回應，從亞洲拓展至獨聯體；從跨境到多式聯運；從B2B到B2C；從聚焦亞太區，至放眼國際。管理層有效執行併購策略，帶領業務持續增長。

本集團一直堅持最高合規標準，由2016年僅履行企業責任，至現在充分融入環境、社會和管治考量，推出3年可持續發展計劃，並定下2050年淨零碳排放目標。

我們通過穩定盈利增長，為股東創造價值，並透過併購合作，擴大網絡、拓寬跨境產品、推動研發，邁向亞洲物流翹楚的目標。