BJC

Sustainability Report

2024



UN GLOBAL COMPACT

S&P Global
Berli Jucker Public Company Limited
Food & Staples Retailing
Top 1%
Corporate Sustainability Assessment (CSA) 2024 Score
92/100

MSCI
ESG RATINGS
AA
CCC | B | BB | BBB | A | AA | AAA



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Message from the CEO

As we move into 2024, Berli Jucker Public Company Limited (BJC) stands at the forefront of driving sustainable development across our diverse businesses. Our commitment to fostering resilience, inclusivity and innovation remains unwavering amid a rapidly evolving global landscape shaped by climate imperatives, economic uncertainty and technological disruption.

At the core of our corporate philosophy is our vision of becoming **"Your Trusted Partner for Sustainable Better Living."** Our sustainability approach aims to create long-term value for all stakeholders — from consumers and suppliers to employees and communities — while addressing urgent environmental and social challenges.

Environmental Leadership and Climate Action Across Industries

BJC's integrated approach to sustainability spans across our operations, aligning with our ambitious Net Zero by 2050 target. In support of this goal, we are also dedicated to establishing our targets within the Science Based Targets initiative (SBTi) framework, ensuring that our climate objectives are aligned with international standards and meaningfully support both global and national net zero goals.

Throughout 2024, we expanded renewable energy projects, improved energy efficiency in our manufacturing facilities and scaled circular packaging solutions in partnership with local and global partners. These efforts reflect our dedication to adopting best practices and collaborating with stakeholders to accelerate progress toward a low-carbon economy.

Mrs. Thapanee Techajareonvikul

Chief Executive Officer and President
of Berli Jucker Public Company Limited

Global Recognition for Sustainability Leadership

Our achievements in sustainability continue to receive global acclaim. BJC has been ranked No.1 in the food and staples retailing industry on the Dow Jones Sustainability Indices (DJSI) for three consecutive years, reaffirming our industry leadership. Additionally, we have maintained our 'AA' rating by MSCI, positioning us among the top companies in the Asia region and we have been included in the FTSE4Good Emerging Market and FTSE4Good ASEAN 5 indices for four consecutive years.

BJC has also demonstrated its commitment to inclusivity and gender equality. We are proud to be ranked 1st in Thailand and 11th globally for gender diversity by Equileap, reflecting our leadership in fostering diversity and empowering our workforce.

Resilient Supply Chains and Technological Advancements

As a leader in multiple industries, BJC has strengthened its responsible sourcing strategies to ensure that our supply chain remains resilient and aligned with best-in-class ESG standards. We continue to prioritize local partnerships to reduce emissions and support regional economic growth while leveraging data-driven innovations to enhance operational efficiency.

In an era of rising cybersecurity risks, we have also invested in technologies to protect our digital infrastructure and ensure the privacy of customer and stakeholder data.

Empowering People and Communities

Central to BJC's mission is our people-centric approach. Our Diversity, Equity and Inclusion (DEI) framework ensures that our workplaces are inclusive and supportive for all, with expanded employee development programs to build future-ready skills. Concurrently, our community engagement efforts, such as healthcare and education initiatives, continue to uplift underserved communities and foster local economic resilience.

These initiatives reflect our belief that long-term success is built on mutual prosperity and shared value creation.

Moving Forward Together

Our achievements demonstrate our leadership in sustainability. However, our journey is far from over. I extend my heartfelt gratitude to our employees, customers, business partners and stakeholders for their continued collaboration and trust.

In today's fast-moving world, gradual improvements may not be sufficient to address certain critical challenges and areas that demand swift adaptation. Recognizing this, we have established the "Transformation Team" — a dedicated group focused on driving comprehensive and impactful changes. This team plays a pivotal role in reimagining processes, embracing innovation and implementing forward-thinking solutions to ensure that BJC stays ahead of the curve, outpaces competition and fosters sustainable growth.

Together, we will forge ahead, shaping a future of prosperity and inclusivity for all.

The year 2024 presents new opportunities for Big C as we advance our mission to provide accessible, high-quality retail experiences while embedding sustainability at the core of our business. As a key player in the retail sector, we are dedicated to ensuring that our growth strategy aligns with our commitment to environmental responsibility, community well-being and stakeholder value.



Sustainable Retail Operations and Innovation

Big C has enhanced its focus on operational efficiency and environmental impact reduction. Our stores have adopted energy-saving solutions, such as solar panel installations and smart cooling systems, contributing to our group-wide Net Zero by 2050 goal. We have also committed to setting targets through the Science Based Targets initiative (SBTi) framework, ensuring that our climate goals align with international standards and significantly contribute to global and national net zero aspirations.

In addition to minimizing our environmental footprint, such as reducing greenhouse gas emissions through solar rooftop projects and reusing water, we have bolstered our efforts to strengthen local communities by supporting farmers through sustainable knowledge-sharing practices and direct procurement.

Big C works closely with local producers, equipping them with the tools and knowledge needed to adopt sustainable farming techniques while securing fair trade opportunities through direct purchase agreements. These initiatives not only improve livelihoods but also enhance the resilience and sustainability of agricultural value chains.

To further our commitment, we continue to innovate by offering sustainable private-label brands and fostering partnerships with local producers, thereby strengthening local economies and providing eco-friendly options to our customers.



Mr. Aswin Techajareonvikul

Chief Executive Officer and President
of Big C Supercenter Public Company Limited

Elevating Customer Experience and Digital Transformation

In response to changing consumer needs, we are expanding our omnichannel capabilities to deliver a seamless shopping experience across online and offline platforms. Our loyalty programs and targeted promotions have been enhanced through AI and data analytics, personalizing customer engagement and fostering long-term loyalty.

Recognizing the critical importance of data security, we have implemented stringent cybersecurity measures to safeguard customer information, particularly during peak retail seasons and digital campaigns.

A Future Built on Trust and Collaboration

As we move forward, Big C remains steadfast in our mission to be the leading retail destination of choice, where customers can shop sustainably and affordably. Our journey is driven by a shared commitment to long-term value creation and a belief in the power of collaboration. I extend my sincere appreciation to our customers, employees, partners and communities for their ongoing support. Together, we will continue building a positive legacy that extends far beyond our stores.



Sustainability Awards and Recognitions 2024

In 2024, Berli Jucker Public Company Limited (BJC) continued to demonstrate its leadership in sustainability with several prestigious recognitions:



Dow Jones Sustainability Indices (DJSI)

BJC maintained its inclusion in the Dow Jones Sustainability Indices (DJSI) for the Food and Staples Retailing Industry, achieving an outstanding 92/100 score in the 2024 S&P Global Corporate Sustainability Assessment (CSA). This places BJC in the **Top 1%** of its sector for the third consecutive year. BJC has also been listed in the S&P Global Sustainability Yearbook for five consecutive years, underscoring its commitment to best-in-class ESG performance.

SET ESG Rating

BJC retained its membership in the SET ESG Rating by the Stock Exchange of Thailand (SET) for the fifth consecutive year since 2020, reflecting its consistent integration of sustainability throughout its operations.

FTSE4Good Indices

BJC remained a constituent of the FTSE4Good Emerging Market Index and the FTSE4Good ASEAN 5 Index for four consecutive years, signifying its alignment with global ESG standards.

MSCI ESG Ratings

In 2024, BJC received an AA rating from MSCI ESG Research, reinforcing its standing among leading companies globally in ESG risk management.

Equileap Ranking

BJC was recognized for its gender equality initiatives, achieving a rank of #1 in Thailand and #11 globally among emerging market organizations as assessed by Equileap. This admiration highlights BJC's leadership in promoting workplace diversity and inclusion.

Vision Mission and Strategic Direction 2022-2026

VISION

Your Trusted Partner for a Sustainable Better Living

OUR MISSION

- To serve customers' personal needs based on customer-centric and data-driven culture
- To deliver quality goods and services through innovative solutions
- To strive for sustainable prosperity to all stakeholders

Modern Retail	Wholesales	Consumer	Healthcare	Chemical	Packaging and Technical
• Expand new stores in all formats to cover all provinces across ASEAN • Develop products and renovate stores to meet rural community needs with direct purchase of local products • Apply technology to expand O2O (online to offline) platforms	• Establish MM stores with products at affordable prices to help entrepreneurs in their businesses • Expand trading network through Don Jai projects to access and increase customer base in rural areas, understanding of their needs and providing them the right products • Look for agricultural and local products to be sold worldwide	• Build a strong distribution network to cover the entire ASEAN • Expand new distribution channels and invest in important infrastructure • Differentiate from competitors by combining retail and wholesale businesses to better address customers' needs and satisfaction through a wider range of products	• Improve distribution channels of medical supplies to be more accessible in rural areas by Siri Pharma and Pure • Develop platform among hospitals, medical staffs and patients to obtain accurate and personalized diagnostics and to provide prompt services • Collaborate with hospitals and technology specialist to offer telemedicine and preventive medicine	• Draw from customers' behavior data and production data for chemical product partnership • Invest or partner in chemical manufacturers for healthy food products • Develop healthy food formulas for both 'ready-to-eat' and 'ready-to-cook' meals to be served by the central kitchen and for home delivery orders	• Draw from customers' behavior data and production data for new product and service development • Expand new business areas such as flexible paper packaging • Seek investment opportunities in new power energy business and modern production equipment

- Collaborate among BJC, Big C, MM and business partners to improve quality of consumer goods, house brand products and imported product sourcing to meet customers' requirement
- Seek investment opportunities or partnerships with manufacturers and leading distributors in ASEAN to strengthen BJC product portfolio with better margin
- Aim for BJC to become Thailand's largest FMCG company under the BJC and Big C's own brands in 2026
- Invest in startups to seek new business opportunities to support production and marketing, create research and development platforms for value-added products and collaborate with both domestic and international university networks under BJC Big C Foundation
- Apply technology to improve supply chain management in order to obtain more precise merchandise planning with timely product delivery, cost efficiency, to maximize customers' satisfaction
- Invest in advance technology such as automated warehouse system and conveyor system to minimize human errors and reduce distribution cost

Operational Excellence & Financial Discipline

Smart Ecosystem

High Performance Culture

CORPORATE CULTURE

W — Winning Attitude
Be passionate about goal accomplishment and commit to achieve at the highest with preparation for the best, worst and everything in between.

I — Insights for Customer
Deep empathy to uncover the rich insights of customers and deliver tailored products & services.

N — Nurture Relationships
Work with others both internal and external as business partners towards a win-win cooperation.

N — New Opportunity
Demonstrate business intelligence by grasping the opportunity in the VUCA environment and translating into action and/or strategic execution.

I — Inclusion and Diversity
Respect and treat people fairly based on their uniqueness while feeling a sense of group membership to maximize results and performance achievement.

N — Non Bureauracy
Rationalize and eliminate anything that block the ways of being fast and flexible to survive in a competitive environment.

G — Governance
Do the best possible process for making and implementing ethical decision in a timely, appropriate and responsive manner.

CORPORATE VALUE

C — Customer at Heart
- Treat customers First, always
- Go the extra mile to exceed their expectation
- Provide best value & quality with efficiently outstanding service and speed

D — Drive Change
- Challenge the status quo with better solution and action
- Focus on Life-long learning with **WINNING** Spirit
- Move fast for maximizing business opportunities

S — Strive for Excellence
- Passionate and focus to do ordinary things for superior results with speed
- Commit superior results with professionalism and integrity
- No compromise on quality and services to deliver best values for customers

H — Happy Workplace
- Treat our people with fairness, trust and respect
- Create climate for action through pleasant workplace and environment to unleash people potential
- Empower and develop talented people to grow with the organization
- Promote groupwide team spirit and collaboration to achieve shared goals

Growing Sustainability Together Across Our Value Chain

Strong presence of BJC Big C in the region in multiple industries supported by strong distribution coverage and solid domestic logistics infrastructure that distributes products **to more than 194,000 outlets** across the region.



Thailand

12 Factories

14 Distribution centers

12,818 Retail stores

1,556 Trucks

89,922 MT&TT outlets coverage

183 Small retail distribution network

Cambodia

1 Factory

22 Retail stores

Vietnam

7 Factories

8 Distribution centers

2,395[2] Retail stores

373 Trucks

104,869 MT&TT outlets coverage

Myanmar

1 Representative office

China

1 Representative office

Laos

68[1] Retail stores

1 Distribution centers

5 Trucks

Malaysia

2 Factories

Hong Kong

14 Retail stores

[1] Big C Mini stores in Laos are owned and operated by third parties licensed under "Big C Mini" trademark which is owned by BJC Big C
[2] MMVN, Gia Tot owned by TCC and operated by BJC Big C, B's Mart stores owned and operated by third party under licensing agreement

Performance Overview 2024

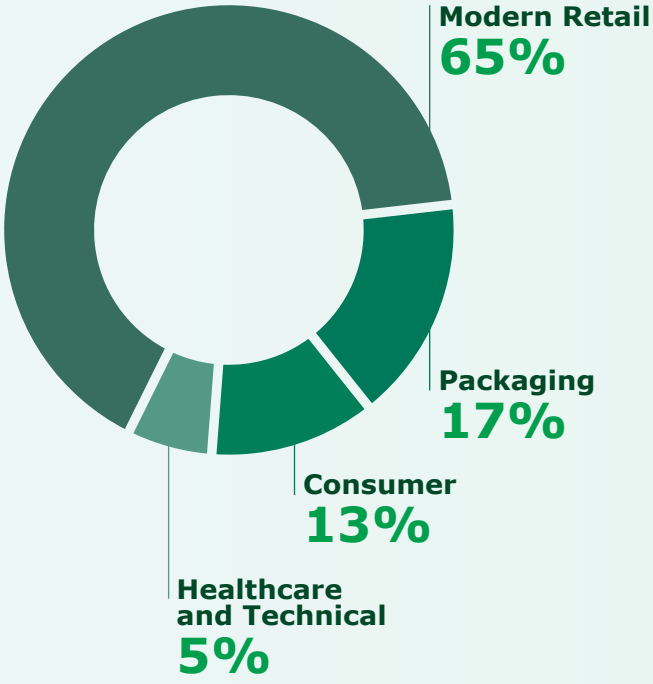
Total revenue
170,925 MB

Net profits
4,001 MB

60,708
total employees within the BJC Group across 8 countries*

*The total number of employees across 8 countries differs from the figure in the appendix (employees table) because the appendix only includes data for Thailand operations.

Sales Contribution from Supply Chains in 2024



	Total	Thailand	Vietnam	Cambodia	Laos	Malaysia	China	Hong Kong	Myanmar
BJC & Sub	11,028	8,186	2,381	22	-	439	-	-	1
Big C & Sub	49,680	43,358	5,328	269	599	-	8	118	-
Grand Total	**60,708**	**51,544**	**7,709**	**291**	**599**	**439**	**8**	**118**	**1**

Berli Jucker Public Company Limited and its subsidiaries (hereafter "BJC") have been shaping sustainable business practices for 142 years, fostering a positive impact across communities through our diverse operations. BJC's business model is built on four core supply chains, each playing a crucial role in fulfilling the daily needs of millions of consumers while advancing our commitment to sustainability.

Packaging Supply Chain

BJC is a market leader in high-quality glass and aluminum packaging, serving key industries such as beverage and pharmaceuticals. Since 1951, our expertise in packaging innovation has provided safe and sustainable solutions, contributing to a circular economy through increased use of recycled content and energy-efficient production processes.

Consumer Supply Chain

As a leading manufacturer of household and personal care products, BJC continues to drive sustainability in consumer goods. Iconic brands such as Tasto, Dozo, Cellox and Parrot

reflect our commitment to delivering high-quality products while integrating responsible sourcing, packaging reduction and waste management initiatives. Our consumer supply chain also includes efficient logistics solutions, ensuring seamless product distribution while reducing carbon emissions.

Modern Retail Supply Chain

BJC's Big C retail network remains one of the most recognized names in food and staples retailing across Thailand and the Cambodia-Laos-Myanmar-Vietnam (CLMV) region. By embedding sustainability into our retail operations, we enhance accessibility to safe, high-quality and responsibly sourced products, foster local supplier partnerships and continuously innovate to improve energy efficiency and waste reduction across our stores.

Healthcare and Technical Supply Chain

BJC has been a key player in importing and distributing modern medicines, medical supplies and healthcare technologies across Thailand. Through brands like Pure, we support national healthcare systems, ensuring greater access to quality healthcare solutions. Additionally, our technical supply chain provides engineering solutions that enhance efficiency and sustainability in key industrial sectors.



BJC Group's Value Chain

As one of the largest Food and Staple Retailing Companies, BJC is committed to creating positive impacts across its value chain, addressing the daily needs of millions of consumers while advancing economic, environmental and social sustainability.

Our operations focus on four core supply chains: Packaging, Consumer, Modern Retail and Healthcare and Technical. Each segment reflects our mission to deliver quality, foster innovation and create shared value for stakeholders across Thailand and the region.



1. Raw Material Sourcing

BJC partners with local farmers, SMEs and large-scale suppliers, ensuring responsible sourcing of materials that meet high-quality standards. Suppliers are integrated into BJC's sustainability framework, where they are educated and empowered to uphold best practices in product safety, quality and traceability.

2. R&D and Manufacturing

With state-of-the-art research and development facilities, BJC emphasizes sustainable product innovation. Our manufacturing processes comply with international certifications, including ISO 9001:2015, GMP, HACCP and HALAL, ensuring the production of high-quality, safe and sustainable products.

Packaging Solutions

- Glass Packaging: Produced by Thai Glass Industries (TGI) and Thai Malaya Glass (TMG), offering eco-friendly glass bottles for various industries.
- Aluminum Cans: Produced by Thai Beverage Can Ltd. (TBC) with customized designs, enhancing product branding while promoting sustainability.

Consumer Goods

- BJC manufactures a range of products, including personal care, snacks and confectionery, under renowned brands such as Tasto, Dozo, Cellox and Parrot.

3. Delivery and Distribution

BJC leverages a robust logistics network through BJC Logistics and BJC Move to ensure the efficient distribution of products nationwide and regionally. Our smart logistics solutions minimize environmental impacts by reducing carbon emissions and optimizing delivery routes.

4. Products and Services Retail

BJC's Modern Retail Supply Chain, led by Big C, delivers affordable, high-quality products and services through diverse store formats that cater to various customer needs. This includes:

- Big C Stores: Offering groceries and non-food essentials.
- Asia Books: Thailand's leading English-language bookstore chain.

The retail segment emphasizes energy efficiency, waste reduction and digital transformation to support sustainable consumption patterns.

Healthcare and Technical Business

BJC's Healthcare and Technical Business is a dedicated importer and distributor, primarily catering to B2B markets. This segment plays a vital role in ensuring the availability of high-quality products and solutions nationwide:

- Healthcare Products and Services: Includes the marketing, sales and distribution of pharmaceutical products, medical imaging, medical equipment and healthcare supplies to both government and private hospitals, as well as clinics.
- Technical Solutions: Focuses on delivering innovative products in graphics, stationery and specialty materials, meeting the unique needs of businesses and institutions across various industries.

BJC Group's Value Chain Infrastructure & Fleet Disclosure

In line with our commitment to nurturing sustainable living for all, the table below presents key metrics for our retail and distribution facilities as well as our commercial fleet operations.

Table 1. Retail & Distribution Facilities

Facility Type	Entity	Ownership Status	Area (sq.m.)
Retail Space (Thailand)	Big C	Owned	1,314,015
Distribution Center	BJC	Owned	103,757
Distribution Center	BJC	Third Party	35,318
Distribution Center	Big C	Owned	169,000
Distribution Center	Big C	Third Party	68,000

Table 2. Commercial Fleet Vehicles

Fleet Category	Number of Vehicles	Annual Distance Travelled (km.)
BJC-Owned Vehicles	18	689,842
Third-Party Vehicles used by BJC	890	93,494,578
Third-Party Vehicles used by Big C	1,191	88,500,000

Customer and Stakeholder Support

BJC prioritizes positive customer experiences and fosters long-term relationships through feedback mechanisms and grievance systems. This ensures that stakeholder expectations are met while advancing cybersecurity measures to protect consumer data.

Empowering Regional Development

BJC's value chain extends across eight countries: Thailand, Myanmar, Malaysia, China, Vietnam, Lao PDR, Cambodia and Hong Kong. Guided by the leadership of the Thai Charoen Corporation Group (TCC Group) since 2016, BJC continues to expand responsibly, integrating sustainability at every level of its operations.

Our value chain reflects a holistic approach to sustainable growth, contributing to the creation of a better future for communities and the environment while fulfilling our vision of being Your Trusted Partner for a Sustainable Better Living.

Stakeholders BJC's Value Chain

	Sourcing Manufacturing	Delivery and Distribution	Operation	Sales of Product and Service
Farmers/SMEs, Large-Scale Entrepreneurs	✓			✓
Customers and Consumers		✓	✓	✓
Shareholders/Investors			✓	✓
Employees		✓	✓	✓
Business Partners	✓			✓
Suppliers/Vendors/Subcontractors	✓	✓		✓
Government/Regulators	✓	✓	✓	✓
Community/Environment	✓	✓	✓	✓
Media	✓			✓
Internal Committees		✓	✓	✓
Rental Property Owner/Creditors	✓		✓	✓

Contact Point:
For additional information or inquiries about the content published in the report, please contact the sustainability working team.

Berli Jucker House
(Headquartered in Bangkok, Thailand)
99 Soi Rubia, Sukhumvit 42 Road,
Phrakanong, Klongtoey, Bangkok, Thailand.

0-2146-5999 sustainability@bjc.co.th

Major Changes to the Organization in 2024

January

- BJC collaborated with Aptos to launch the world's first facial thread lift product infused with Hyaluronic Acid in Thailand.
- BJC ranked 12th in the Top 50 Companies in Thailand 2024 by WorkVenture.





February

- Big C received the Future Trends Corporates Awards in the Most Innovative category, recognizing its leadership in innovative creativity.

March

- Big C received the Excellence in HR award at the Employee Experience Awards Thailand 2024, organized by a leading HR consulting institution in Asia.



April

- BJC ranked #1 in Thailand and 11th globally among emerging market companies for its outstanding commitment to gender equality, according to Equileap.
- Big C opened its first hypermarket in Laos PDR, located at ITECC, Vientiane.
- Big C migrated from a radius-based service area to a polygon service area in Bangkok, eliminating store coverage overlap and optimizing delivery costs.

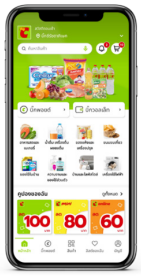




May

- Big C partnered with Abacus Digital, an online creditor under SCBX, to offer personal loans through the Big C PLUS application.
- Big C enhanced its Big C PLUS application with AI and machine learning to improve keyword search functionality for customers.





June

- BJC ranked 79th in the Fortune Southeast Asia 500 Companies.
- Big C implemented a GenAI assistant for contact center agents to handle customer inquiries, such as order status, promotions and membership queries.

July

- BJC was selected for inclusion in the SET50 and SET100 indexes for the second half of 2024, effective from July 1, 2024.
- BJC launched Shampoo and Conditioner products under the "Promise" brand, featuring Nano-Keratin innovation for deep hair nourishment.
- Big C expanded into Yala province, opening its first hypermarket in Southern Thailand.
- Big C won the 2024 ASEAN Enterprise Innovation Award in the Data and AI category at the ASEAN Innovation Business Platform (AIBP) Conference and Exhibition.







September

- BJC successfully issued bonds, achieving oversubscription exceeding 4 times, with a total issue size of 13,000 million baht across five tranches.
- Big C partnered with AEON (Thailand) to introduce Big C credit cards, offering exclusive benefits to its customers.
- Big C launched a partnership with Gettgo, enabling online insurance offerings through the Big C PLUS application.
- Big C received the HR Asia Best Companies to Work for in Asia 2024 award in Thailand, recognizing its excellence in HR practices.
- Big C introduced a new Big C Mini format at BJC's head office campus, targeting a younger customer demographic.

October

- BJC launched Facial Care products under the "Faciz" brand, integrating Skin Intelligence technology for visible skincare results from the first use.
- BJC received the "Best Places to Work" Certification from WorkVenture, affirming its strong company culture, work-life balance and career opportunities.





November

- BJC received the "2024 AMCHAM Corporate Social Impact Award - Gold" from the American Chamber of Commerce in Thailand (AMCHAM).
- BJC won two Investor Relations awards: Best Overall Investor Relations (mid-cap) and Best Investor Relations Officer (mid-cap) at the IR Magazine Southeast Asia 2024 awards.
- Big C completed the renovation of Big C Rajdamri's 5th – 7th floors, transforming them into the Thailand Plaza town center.
- Big C launched its first Big C Food Service Hub at the Big C Pattaya 2 hypermarket, targeting the HoReCa (Hotel, Restaurant, Catering) market.







December

- Big C continued its store network expansion throughout the year, further strengthening its presence across various market segments.
    - During this period, Big C successfully opened two new hypermarkets, catering to large-scale shoppers and community needs.
    - Additionally, the company introduced 4 Big C Foodplace stores, designed to offer high-quality fresh and grocery products in a modern shopping environment.

- To better serve businesses in the food and hospitality sector, Big C launched its first Big C Food Service Hub, leveraging the space of its existing Big C Pattaya 2 hypermarket to cater specifically to HoReCa (Hotel, Restaurant and Catering) customers.
- The company also expanded its convenience store footprint with the addition of 55 new Big C Mini stores, providing accessible shopping experiences in urban and suburban areas.
- Further reinforcing its commitment to supporting local retailers, Big C facilitated the growth of 4,383 new Donjai stores, empowering small businesses to modernize and integrate with Big C's supply chain.
- Beyond retail, the company diversified its service offerings by opening 6 new Pure drugstores, enhancing healthcare accessibility for consumers, along with 6 Asia Books stores, catering to book enthusiasts and knowledge seekers.
- Additionally, Big C expanded its presence in the café business with the opening of 3 new Wawee Coffee shops, providing high-quality coffee experiences in strategic locations.

- Big C closed 3 old hypermarkets (Big C Sukhapiban 3 - 2, Big C Rangsit 2 and Big C Ratburana) as part of its strategic store network optimization.



Corporate Governance

Board of Directors Commitment

Berli Jucker Public Company Limited (BJC) has proudly nurtured sustainable growth alongside Thai society for over 142 years, meeting the evolving needs of consumers while fostering shared prosperity. This enduring success is anchored in the dedication and expertise of the Board of Directors (BOD), a diverse group of leaders with in-depth industry knowledge, skills and experience. The BOD remains dedicated to fostering a corporate environment rooted in strong governance, ethical business conduct, transparency and sustainable development. To uphold this commitment, the company has established a comprehensive framework of policies and commitments designed to address material topics and align corporate objectives with long-term sustainability goals.

The Board plays a pivotal role in embedding environmental, social and governance (ESG) principles into corporate policies, decision-making and overall operations. By fostering a culture of accountability and aligning employees with the company's core values under the 'WINNING' framework, BJC enhances its capacity to navigate emerging risks and capitalize on opportunities. This commitment ensures the company meets evolving stakeholder expectations for sustainability, reinforcing BJC's reputation as a responsible and trusted partner in driving a more sustainable future.

The BOD's proactive approach includes the development, implementation and regular review of strategies, policies and goals that align with societal changes and global sustainability priorities. To track the effectiveness of these actions, the BOD utilizes a combination of key performance indicators (KPIs), regular sustainability audits, stakeholder feedback and annual progress reports. These processes ensure continuous improvement and allow for adjustments as needed, ensuring that the organization remains responsive to evolving challenges and opportunities. Policies are made accessible in relevant languages — Thai, English and Vietnamese — to promote inclusivity and comprehension across all regions of operation. Moreover, all personnel under BJC's governance, including full-time employees, contractors and service staff, are held accountable for upholding these high standards.

BJC also extends its commitment to sustainability by engaging with suppliers and business partners, encouraging them to align with the company's values and adopt responsible practices. Through these collaborative efforts, BJC nurtures a culture of integrity, mitigates risks such as corruption and fraud and ensures transparent reporting mechanisms. Additionally, BJC takes proactive steps to manage both actual and potential positive impacts by investing in community development programs, supporting environmental initiatives and fostering innovation in sustainable products and services. Engagement with stakeholders has been integral to informing the actions taken, as BJC conducts regular consultations, surveys and focus groups with key stakeholders to better understand their needs and concerns. This feedback has been instrumental in shaping BJC's sustainability strategies, helping the company focus on the most material issues. Regarding the effectiveness

of these actions, BJC continuously tracks progress through key performance indicators (KPIs) and regular impact assessments. Moreover, BJC not only engages with stakeholders but also demonstrates how feedback is collected through detailed reporting mechanisms, including annual sustainability surveys, community outreach programs and direct dialogues with key partners. This feedback loop has allowed BJC to refine its corporate governance (CG) practices, ensuring that stakeholder input has directly contributed to enhancing the company's sustainability initiatives and improving the effectiveness of its actions in managing social and environmental impacts. This holistic approach enhances corporate credibility and stakeholder trust, solidifying BJC's reputation as a leading, sustainable retail organization dedicated to the well-being of all.

Berli Jucker Public Company Limited Board of Directors Structure

BJC Board of Directors comprised of 13 directors, consisting of 9 independents, 2 executives and 2 other non-executives. Each member is accountable for a distinct operation, allocated in accordance with their respective specific knowledge, expertise and qualifications for the position in compliance with the Global Industry Classification Standard (GICS), in addition to Consumer Staples, enabling seamless business operations in response to corporate strategy and stakeholder demands.

Corporate Governance Performance 2024

Board of Directors Composition

Total Board of Directors
13 persons

Executive Directors
2 persons

Independent Directors
9 persons

Non-executive Directors
2 persons

BOD Average tenure
12.90 years

Male
10 persons
77%

Female
3 persons
23%

Management Approach

The Board of Directors fully acknowledges the ongoing changes in internal and external socio-economic factors, which present significant risks and opportunities that BJC must consider, manage and balance in alignment with the principles of good corporate governance. These efforts are aimed at meeting the interests and expectations of relevant stakeholders. The Board continues to oversee the management of these risks and opportunities through day-to-day operations, with the Management Board, led by Chief Executive Officer (CEO) and President, Mrs. Thapanee Techajareonvikul, working alongside top executives and senior management from BJC's core supply chain operations. This collaborative leadership team is responsible for overseeing overall business operations, formulating policies and establishing working practices that adhere to the principles of good corporate governance, transparency, business ethics, sustainability and human rights. All developed policies are designed to ensure that BJC's operations comply with applicable domestic and international laws, regulations and standard practices in each operating location and country, safeguarding the company against potential violations. BJC implements a range of proactive measures, including conducting

regular risk assessments to identify environmental, social and governance (ESG) risks and establishing mitigation plans for identified issues. The company also ensures ongoing employee training on ethical business practices, sustainability and human rights issues. Additionally, BJC works closely with local communities, suppliers and partners to promote responsible practices, strengthen supply chain accountability and address potential concerns related to labor rights, environmental impact and corruption. These actions help minimizeadverse effects, ensuring that BJC maintains its commitment to sustainability while protecting the long-term interests of stakeholders.

In alignment with BJC's commitment to good corporate governance and transparency, the members of the Management Board are nominated and selected impartially in accordance with the Charter of the Nomination and Remuneration Committee. Prospective candidates undergo a review and approval process by the Board of Directors, with the stipulation that the Chairman of the Board and the CEO & President must hold independent positions to prevent any one individual from holding both roles and concentrating power within BJC. This principle is further reinforced through the appointment of Prof. Pirom Kamolratanakul, M.D., M.Sc., as the Lead Independent Director for BJC Group. Prof. Pirom Kamolratanakul, M.D., M.Sc., is tasked with safeguarding against potential conflicts of interest between Mr. Charoen Sirivadhanabhakdi, the Chairman of the Board and Mrs. Thapanee Techajareonvikul, the CEO & President, who are father and daughter, respectively. Prof. Pirom Kamolratanakul, M.D., M.Sc., ensures that clear processes are in place for detecting and addressing conflicts of interest at the highest governance level. This includes overseeing conflict resolution procedures, conducting appropriate reviews of policies and ensuring transparent reporting on conflict management to the Board. His role ensures that conflicts are proactively identified and resolved, maintaining the integrity of decision-making at the governance level. This role ensures that decisions made by the Board of Directors are impartial and serve the best interests of all relevant stakeholders. Furthermore, as stipulated in Article 17 of the Company's Articles of Association, at least one-third of the directors must resign annually at the Annual General Meeting of Shareholders. The Nomination and Remuneration Committee is responsible for identifying suitable candidates to replace the resigned members, considering qualified individuals, including retiring directors, for pre-approval. The final decision and selection are made during the shareholder's meeting. To monitor the performance of the Board of Directors, both self-assessment and independent external party verifications are conducted annually, in accordance with assessment criteria of the Stock Exchange of Thailand (SET). On the other hand, the performance of the Management Boards is assessed against the following 3 core criteria.

Board of Director Self-Assessment Criteria	Management Board Assessment Criteria
1. The Board of Director Structure and Qualificationsare appropriate to drive an efficient work	1. Interpersonal Effectiveness
2. Board of Director Meetings	2. Result Orientation
3. Roles and Responsibilities of the Board of Directors	3. Functional Work Process
4. Board of Director Development	

In 2024, following the self-assessment of the Board of Directors and the performance evaluation of the Management Board, BJC determined that the performance of all Board

of Directors members met the established requirements. Consequently, all members were encouraged to maintain their respective levels of performance. Consequently, all members were encouraged to maintain their respective levels of performance. In response to the evaluations, the company took several actions to further enhance its governance practices. These included a review of the Board's composition to ensure a diverse and well-rounded representation of expertise, including skills in sustainability, business ethics and international regulations. Additionally, BJC and introduced targeted leadership development programs for members showing potential for further growth.

Sub-committees

Nomination and Remuneration Committee
In terms of nomination, the committee advises on the appropriate size and expertise of the board, considering factors such as business type and evolving needs. It also oversees the nomination process, ensuring that qualified individuals are selected based on criteria aligned with the company's strategy and diversity goals. This includes nominating individuals for key executive positions and developing succession plans. On the remuneration front, the committee sets criteria for director and executive compensation, including annual salaries and bonuses, while also ensuring alignment with company performance. Additionally, it evaluates and proposes terms for share incentives, annual compensation and bonus for directors and employees. The committee's responsibilities extend to preparing reports for board meetings, hiring external advisors when needed to provide specialized advice or support on benchmarking with the industry and undertaking any other tasks assigned by the board. This is in line with the nomination policy, to be approval from the Board of Directors. The Nomination and Remuneration Committee hold at least 2 meetings per year, in 2024, the committee held a total of 4 meetings.

Sustainable Development Committee
The Sustainable Development Committee is responsible for overseeing the development of sustainable policies and guidelines, allocating resources, monitoring performance and reviewing relevant documents related to sustainability. The committee ensures the integration of sustainability principles across the entire organization. The Sustainable Development Committee convenes at least four times annually and, in 2024, successfully held a total of 4 meetings.

Audit Committee
The Audit Committee plays a critical role in ensuring good corporate governance by overseeing financial reporting, internal controls and compliance with applicable laws and regulations. It reviews the accuracy and reliability of financial statements, assesses the effectiveness of internal control and risk management systems and ensures adherence to legal and regulatory standards. The committee also supervises the independence and alignment of the internal audit division with organizational objectives, collaborates with external auditors to address critical issues and monitors related-party transactions to ensure transparency, accountability and compliance. The Audit Committee is required to hold at least 4 meeting per year with 1 additional meeting without Management members, in 2024, the committee held a total of 5 meetings.

Risk Management Committee
The Risk Management Committee is in charge of monitoring all risks within the company, including those connected to ESG, emerging risks and traditional risks. Through the identification, evaluation and mitigation of possible dangers, the committee plays a critical role in promoting a strong risk-aware culture throughout the business. Furthermore, it guarantees that all pertinent activities and facilities adhere to the business's all-encompassing risk management framework, which is in line with corporate policies, industry best practices and laws and regulations. The Risk Management Committee is required to hold at least 4 meeting per year, in 2024, the committee held a total of 4 meetings.

Executive Board
The Executive Board oversees the company's overall performance, cost control and investment budget. The Executive Board members comprise of seven members and the Executive Board is required to hold at least 6 meetings per year, in 2024, the committee held a total of 6 meetings.

The Board of Directors, as the highest governance body within BJC, maintained its commitment to prioritizing sustainability throughout the reporting year. This reflects an acknowledgment of the numerous positive impact's sustainability brings to the company, including serving as a key driver of innovation, significantly reducing operational costs and enhancing efficiency and productivity across the value chain and among employees. At the same time, the Board remained vigilant about the negative consequences of inadequate sustainable action, recognizing the risks of legal and regulatory non-compliance, as well as the direct or indirect contribution to long-term environmental and social challenges. These challenges include climate change, resource depletion and human rights concerns, all of which could harm communities and ecosystems. Furthermore, failing to prioritize sustainability could weaken customer trust, damage the company's reputation and undermine its long-term success. To mitigate these risks, the Board of Directors delegated responsibility for overseeing sustainability-related matters to the Sustainable Development Committee (SDC). This committee is tasked with ensuring that sustainability is integrated into the company's strategy, policies and operations to prevent or mitigate potential negative impacts. The Committee is responsible for overseeing the company's sustainability strategy, ensuring alignment with corporate goals, regulatory requirements and industry best practices. This includes reviewing and approving annual sustainability data and disclosures before they are presented to the Board for acknowledgment and publication. To evaluate the performance of the highest governance body in managing the organization's impacts on the economy, environment and people, the company implements structured assessments, including annual governance performance reviews, key performance indicators (KPIs), third-party audits and stakeholder feedback mechanisms. The Board's role in integrating sustainability into long-term corporate strategy is also reviewed to ensure continuous improvement and alignment with global standards. Additionally, the Committee holds key oversight responsibilities, including setting sustainability objectives, ensuring compliance with environmental and social regulations, identifying and mitigating risks, monitoring sustainability performance and engaging with stakeholders. The Committee also reviews sustainability disclosures to ensure accuracy before submission for Board acknowledgment and external reporting. Through these processes, the Committee ensures that sustainability remains a core component of the company's corporate strategy and operational framework. Comprising senior management and independent directors with expertise in sustainability, the committee provides strategic guidance, informed perspectives and effective decision-making to drive the BJC's long-term environmental, social and governance (ESG) commitments.

The Board of Directors (BOD) delegates responsibility for managing BJC's economic, environmental and social impacts to senior executives. The CEO & President, supported by the Sustainable Development Committee (SDC) and the Risk Management Committee (RMC), ensures ESG integration into corporate strategy.

Additionally, responsibility for managing impacts is further delegated to employees across various levels to ensure effective implementation:

- The Sustainable Development Sub-Committee (SDS), composed of business unit heads and functional teams, is responsible for implementing ESG policies, conducting impact assessments and aligning sustainability initiatives across operations.

- Business unit's sustainability working team oversees compliance with sustainability policies.
- Employee Training & Engagement Programs empower all staff to adopt sustainability-focused practices, fostering a culture of responsibility across all levels.

Furthermore, senior executives and other employees report to the Board of Directors (BOD) on the management of the organization's impacts on the economy, environment and people on a quarterly basis. These reports are provided once every quarter, detailing the organization's actions, progress and challenges related to sustainability and impact management. The reports cover the economic, environmental and social aspects of the organization's operations, ensuring that the Board is well-informed to make strategic decisions and take appropriate actions.

Materiality Consolidation Process

1

Understand the Organization's Context
Assess the company's operational landscape, industry dynamics, regulatory frameworks and stakeholder priorities. A thorough understanding of external trends and internal objectives ensures that material topics are aligned with BJC corporate strategy and long-term sustainability commitments.

Identification of Actual and Potential Impacts
Systematically evaluates actual and potential environmental, social and economic impacts across its operations, value chain and broader ecosystem. This includes assessing both positive and negative consequences, as well as implications for human rights and sustainable development.

2

3

Assess Significance of Impacts
Each identified impact is assessed based on its impact, likelihood and influence on stakeholders and BJC. This evaluation follows established frameworks and methodologies, incorporating regulatory requirements, industry benchmarks and stakeholder insights to ensure a data-driven and balanced assessment.

Prioritization of Most Significant Impacts for Reporting
The most material impacts are prioritized based on their strategic importance and stakeholder relevance. These key issues are integrated into corporate reporting, risk management and sustainability strategies, reinforcing transparency, accountability and continuous improvement.

4

Anti-Corruption Management

As part of BJC's commitment to conduct business under Good Corporate Governance practices, BJC developed a corporate-wide Anti-Corruption and Bribery Policy, evidencing BJC's commitment to controlling and managing risks against all illegal activities such as corruption within the organization. Procedures are in place to address corruption operations that are assessed to be "high risk," covering elements/types of corruption, including bribery and anti-corruption measures comprehensively. These procedures include clear guidelines, regular training, monitoring mechanisms and reporting channels to effectively mitigate corruption risks throughout the organization. The approach ensures that corruption is prevented, detected and addressed in all its forms, in compliance with both local and international anti-corruption standards. The policy was developed in accordance with applicable policies and the Thai Anti-corruption laws which is overseen by the group Human Resource Department and all Business Units, requiring that all senior management, directors and employees, strictly adhere to the policy, which clearly states that employees shall not engage with any form of fraud or bribery and follow protocols instructed regarding the actions of giving or accepting gifts and entertainment. Furthermore, the policy is governed by the legal and HR department, whom routinely consolidates data for further development. To ensure accurate compliance to the policy and business ethics, BJC provide all essential information and training to all employees, assessing employees understanding, with emphasis on new employees to ensure that they understand the significance of the policy as outlined. Moreover, BJC continues to communicate with business partners and relevant stakeholders to encourage and foster awareness regarding this issue, contributing to BJC's intention to create a culture of integrity, absent from any forms of frauds and corruption, fostering a successful and sustainable growth of this business.

Whistleblower Programs

This commitment is reinforced through the implementation of a company-wide whistleblower program, providing a transparent communication channel for all employees. The program is actively communicated to employees to encourage a culture of reporting, enabling them to report any suspected activities, illegal actions, fraudulent behavior, violations of the law, codes of conduct, rules and regulations, as well as instances of discrimination, harassment, or other unethical practices. The program includes an independent 24/7 reporting hotline, available in local languages, including Thai and English. All whistleblowers are protected under the whistleblower protection measures outlined in the Anti-Corruption and Bribery Policy, which ensures that reports can be made anonymously and are treated with confidentiality. These safeguards protect the identity and safety of whistleblowers, further promoting the use of the reporting channel. The Investigation Committee and/or Inspection Taskforce, consisting of representatives from Human Resources, Group Audit Department, Legal and the relevant Head of Business Unit where the incident occurred, will then carry out the procedures in accordance with Corporate's Whistleblowing Policy and the BJC Code of Conduct.

Reporting channels for whistle - blowing protection

Total Number of Substantiated Breach Against the Code of Conduct

Following the continued implementation of the whistleblower program throughout 2024, BJC was able to identified the following substantiated breaches against the Code of Conducts.

Reporting Areas	Total Number of Breaches in FY2024
Substantiated corruption and/or bribery cases	138
Cases involving discrimination and/or harassments	0
Cases involving customer privacy data	0
Cases involving conflicts of interests*	0
Cases involving money laundering and/or insider trading	0
Coverage	100 %

**Conflicts of interests relating to cross-board membership, cross-shareholding with suppliers and other stakeholders, existence of controlling shareholders and related parties, their relationships, transactions and outstanding balances.*

Substantiated breach against the code of conduct identified in 2024 are categorized into three key types, consisting of theft (60.1%), embezzlement (34.1%) and frauds (5.8%), for a total of 138 cases. The 138 cases identified in 2024 represents an increase of 10 cases (8.6%) from the 128 cases identified in FY2023. The increase in identified and substantiated breaches of the code of conduct can be attributed to the implementation of enhanced detection measures, the adoption of stricter enforcement protocols and the improved identification of fraudulent behaviors throughout 2024 such as,

- Reinforcement of suspicious behavior identification and punishment training, for all branch managers, conducted through the Learning & Capabilities Development team.
- Additional information input criteria in the internal knowledge system, to increase the timely identification and review of employee activities to identify fraudulent activities and minimize loss. Additional information input criteria include, void, cancel, delete, return, member card and money deposits.
- Additional internal fraud audit checklist for store visits, used by relevant departments such as Loss and Prevention (LP), operations and HR. Results are also shared to other departments for awareness.
- Established knowledge sharing sessions of significant corruption cases to encourage awareness for all relevant departments in the weekly Store General Manager meetings and the monthly LP Head meeting.
- Established campaign activities to foster whistleblowing and provide awareness posters to be posted in designated areas in all branches and headquarter.
- Develop fraud detection processes using technology by implementing an alert system to notify relevant stakeholders of suspicious activities. Additionally, establish a Continuous Monitoring program to ensure ongoing surveillance and assessment.

In 2024, all identified corruption cases were individually investigated by the Loss and Prevention Department (LP). The findings were reported to the relevant departments for acknowledgment and feedback, which were subsequently incorporated into the development of proactive and reactive measures to prevent future occurrences.

Furthermore, throughout 2024, BJC continued to implement various procedures to educate and train employees on adhering to the Code of Conduct. These efforts have proven successful, as of 31st December 2024, BJC had no pending or completed legal actions during the reporting period related to anti-competitive behavior, anti-trust violations, or breaches of monopoly legislation involving the organization. Since 2018, the Fraud Case Management System (FCS) served as a centralized database for consolidating fraud-related data, facilitating investigations and offender background evaluations. Each case was recorded individually and categorized as either "Prosecuted" or "No legal action required". Currently, BJC utilizes the Suspicious Person Management System (SPMS), which replaces FCS to enhance security and risk management. SPMS provides a more comprehensive approach by integrating advanced analytics, real-time monitoring and risk assessment tools to identify and manage individuals who may pose security threats. The system continues to support fraud prevention efforts while expanding its capabilities to address broader security concerns.

BJC continues to prioritize the establishment of an anti-corruption culture throughout its value chain, extending this commitment to relevant stakeholders, including suppliers, with a particular focus on critical and significant suppliers. This commitment is reinforced by incorporating anti-corruption clauses into supplier agreements and providing annual supplier training, both online and in-person, to ensure a clear understanding and compliance. BJC has successfully assessed and trained 100% of its critical suppliers, ensuring their adherence to an agreement with the anti-corruption policy. In 2024, the assessment found no violations of the Supplier Code of Conduct. Additionally, BJC remains committed to encouraging all suppliers to develop and comply with their own anti-corruption policies, further reinforcing a corruption-free operational environment.

Communication of Incidents and Critical Concerns

The Loss and Prevention Department (LP) actively identifies incidents through a centralized reporting system. These incidents are consolidated and communicated monthly to the Store's Safety Committee, which posts them on bulletin boards to raise awareness. They are also reported to the BJC-Big C HO OSH&E Committees. The monthly reports include statistics on incident occurrences, as well as information on other emergencies such as fires, floods and crisis drills, including active shooter scenarios for stores.

The Crisis Management Support Team (CMST) compiles monthly reports on accident and fire statistics, along with case studies and disseminates them to Big C stores via email. This enables the stores to share relevant information through channels such as safety information boards and the CMST Line group. Furthermore, CMST presents these reports during Occupational Health and Safety Committee meetings held at BJC's head office. For incidents with significant impact, a concise one-page summary is prepared and reported to executives and management.

Climate Strategy and Energy Management

Key Goals and Objectives:

1. Achieve Carbon Neutrality by 2030
2. Reduce GHG Emissions Scope 1&2 by 15% in 2032
3. Achieve Net Zero GHG Emissions by 2050, covering Scope 1, 2 and 3 emissions

Significance and Exposure

Climate change is an increasingly critical issue that affects every sector worldwide, with far-reaching impacts that are expected to intensify over time. Its consequences are not confined to specific regions or industries but extend across multiple dimensions, creating significant challenges for the global economy, livelihoods and environmental. Rising temperatures, extreme weather events and shifting climatic patterns disrupt agricultural productivity, threaten water resources and weaken infrastructure and supply chains. These interconnected challenges highlight the urgent need for organizations and governments to develop and implement comprehensive strategies to address and adapt to climate change at local, national and global levels.

As a global organization with diverse operations spanning manufacturing, packaging, consumer products and retail, BJC leads corporate sustainability efforts. Committed to addressing the urgent challenge of climate change, BJC aims to mitigate its impacts while promoting sustainable growth for future generations. Central to this mission is energy efficiency management, as energy use is a primary contributor to greenhouse gas emissions. By prioritizing efficient energy use, transitioning to renewable energy sources and adopting innovative technologies, BJC strives to significantly reduce its carbon footprint across all operations.

Management Approach

In pursuit of its greenhouse gas reduction objectives, BJC has designated Prof. Pirom Kamolratanakul, M.D., M.Sc., an independent director, as Chair of the Sustainable Development Committee (SDC). The SDC is tasked with overseeing the organization's climate strategies, including critical areas such as environmental management, biodiversity conservation, water-related risk mitigation, GHG emissions and energy efficiency. Climate issues are consistently incorporated into the agenda of the Board of Directors and are subject to annual reviews to ensure alignment with strategic goals.

To implement these strategies effectively, BJC established the Sustainable Development Sub-Committee (SDS). This committee, comprising representatives from all business divisions and unit leaders, is responsible for formulating and executing comprehensive climate change and energy management strategies across the organization. These initiatives

are meticulously designed to comply with both national and international standards, such as Thailand's Nationally Determined Contributions (NDC) and the United Nations Sustainable Development Goals (UNSDGs).

BJC's integrated approach underscores its unwavering commitment to addressing climate-related challenges while promoting sustainable growth. Guided by the Science Based Targets initiative (SBTi) as a framework, BJC strives to align its greenhouse gas reduction goals with the latest climate science. In 2024, the company established ambitious internal short-term targets to reduce Scope 1 and Scope 2 GHG emissions by 42%, in alignment with Thailand's Nationally Determined Contributions. This strategy reflects BJC's dedication to ensuring an inclusive transition towards a low-carbon future, embodying the principle of leaving no one behind.

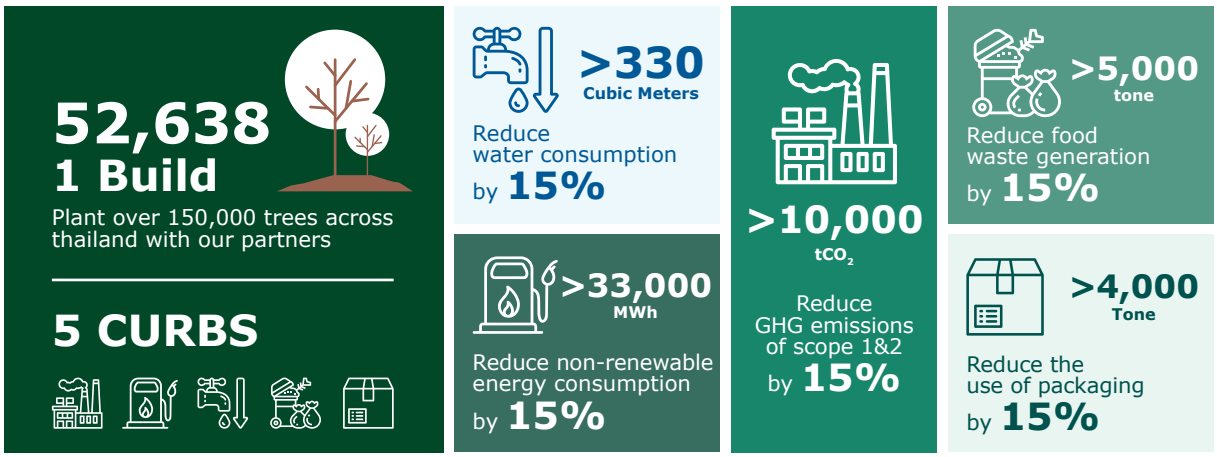
To meet these objectives, BJC has developed robust energy management and climate change strategies, setting organization-wide targets to reduce energy consumption. These strategies are seamlessly integrated into all areas of operation, adhering to international standards and aligning with guidelines from the Task Force on Climate-Related Financial Disclosures (TCFD) under the Financial Stability Board (FSB).

BJC's efforts support its internal goal of achieving carbon neutrality by 2030 and reaching net-zero emissions by 2050. This commitment aligns with the Thai government's pledge to uphold the Paris Agreement adopted at COP21 in 2015, which seeks to limit global temperature increases to 1.5 °C.

In 2024, BJC continues to implement initiatives aligned with its net-zero targets, building on the established 1+5 strategy launched in 2022. This strategy remains a key guiding principle for all operations, driving the continuous identification, development and execution of relevant projects that contribute to achieving net-zero goals. A strong sustainability culture is maintained through strict adherence to the corporate-wide Environmental Management Policy, which underpins three key climate-related strategies: sustainable supply chain, sustainable operation and sustainable transportation.

Three Key Climate-Related Approaches

1. **Educating and Raising Awareness Among Employees**
   Promote understanding of climate change among employees to seamlessly integrate sustainable practices into daily decisions and operations. This equips employees to actively support BJC's sustainability objectives.
2. **Identifying Opportunities and Addressing Risks**
   Incorporate climate change considerations into BJC's risk assessment and management processes. By utilizing the company's central computer network, identify opportunities and risks associated with climate change and embed these insights across all business activities.
3. **Prioritizing Clean Energy to Reduce Emissions**
   Increase the use of clean energy in BJC's energy mix to drive a shift toward sustainable energy solutions. This approach aims to significantly cut greenhouse gas emissions and advance the company's environmental commitments.



*Base year 2021
**Accumulative reduction

Climate Risk and Opportunity Identification and Assessment

Climate change presents both significant risks and transformative opportunities for businesses and organizations worldwide. The identification and assessment of these risks and opportunities are critical to ensuring resilience, fostering innovation and achieving long-term sustainability. As global climate patterns continue to shift, businesses must navigate physical risks such as extreme weather events, rising temperatures and sea-level rise, alongside transitional risks stemming from regulatory changes, market dynamics and evolving stakeholder expectations.

Demonstrating its commitment to achieving net-zero emissions, BJC intends to transparently disclose related information through its Climate Change Management Report, prepared in accordance with internationally recognized frameworks such as the Task Force on Climate-related Financial Disclosures. This framework enables the standardized identification and assessment of the most relevant climate-related financial risks and opportunities for each supply chain segment. It also facilitates the development of targeted mitigation strategies to manage both current and emerging physical and transitional risks while ensuring transparent communication with relevant stakeholders.

Building on its efforts, BJC reassessed its climate-financial risk framework in 2024, focusing on four core supply chains: Packaging, Consumer, Modern Retail and Healthcare and Technical Supply Chain. This assessment successfully identified climate-driven risks and opportunities across the value chain and determined appropriate mitigation measures. The results have informed management strategies across all business areas, enhancing awareness among employees of the importance of climate-related policies, risk assessments and their impact on internal and external factors.



All implemented initiatives are regularly monitored and assessed to ensure they meet performance expectations, aligning with industry standards and best practices. Furthermore, BJC's disclosed performance data undergoes verification by external third parties to ensure accuracy and credibility. This continuous improvement approach strengthens BJC's position as a leader in sustainability and climate resilience. For more details, see the Climate Change Management Report for 2024 available on the company website.

Climate Strategy Initiatives

Sustainability Expo 2024

In 2024, BJC proudly participated in the Sustainability Expo (SX2024), one of ASEAN's largest sustainability events, held from September 27 to October 6 at the Queen Sirikit National Convention Center in Bangkok, Thailand. The event served as a platform for over 270 organizations from across Thailand to showcase their sustainability commitments, innovative initiatives and progress updates under the theme "Sufficiency for Sustainability for Good Balance and a Better World".



As part of SX2024, BJC presented an exhibition under the theme "Highway to Net Zero," emphasizing its commitment to environmentally friendly practices and the achievement of Net Zero emissions. The exhibition showcased sustainable production projects across all business groups, spanning the entire value chain from upstream to downstream.

BJC proudly participated with its booth under the concept of "Everyday Life", showcasing the company's dedication to creating a sustainable future where every community thrives and no one is left behind. The booth highlighted BJC's unwavering commitment to minimizing environmental impacts and addressing climate change through innovative initiatives. It also emphasized the company's reduction targets by presenting a range of products and services that benefit people, communities and the environment. These included essential items for daily life, such as glass and can packaging, Parrot soap and shower cream, Tasto snacks and private label products like We Are Fresh and Besico.

The expo provided a valuable platform for exchanging knowledge, gathering insights and fostering collaboration with stakeholders to address key sustainability challenges. These efforts continue to drive BJC's progress in developing effective strategies to mitigate risks, enhance operational sustainability and reach its ultimate goal of achieving Net Zero emissions by 2050.



Sustainability Day #3

BJC continues to stress the urgency of immediate action to combat climate change, enhance biodiversity and secure a sustainable future for generations to come. The annual Sustainability Day #3 was held on September 13, 2024, at BJC House, the headquarters of BJC Big C.

The event was attended by members of the Board of Directors, including the Chief Executive Officer and President Senior Executive Vice President of BJC Big C Group, Mr. Aswin and Mrs. Thapanee Techajareonvikul, along with other senior executives and representatives from various supply chains and business units. It served as a platform for representatives to present, share and discuss climate-related knowledge and implemented initiatives.

This annual observance focuses on promoting sustainable practices to reduce negative impacts, create positive value and monitor progress on sustainability efforts. Additionally, it included the announcement of the business group's climate change targets, developed in alignment with the Science-Based Targets initiative framework.



BJC's Climate Target Setting

BJC acknowledges that to positively contribute toward the global climate change goals set forth in the COP21 meeting, its climate change targets must be developed in alignment with the Science Based Targets initiative framework. Despite not officially committing

to SBTi, BJC has developed its targets in alignment with SBTi principles, ensuring they contribute meaningfully to global climate goals.

The greenhouse gas reduction targets for BJC, in alignment with SBTi, are outlined in two phases:

- Near-term: A 42% reduction in Scope 1 and 2 greenhouse gas emissions by 2030.
- Long-term: A 90% reduction in Scope 1, 2 and 3 greenhouse gas emissions by 2050 (Net Zero).

*Base year 2022

In 2024, BJC conducted training courses to provide an overview of the requirements for setting science-based targets and best practices in corporate GHG management. These sessions were designed for relevant employees across various business units under BJC, equipping them with the necessary knowledge to support the company's sustainability objectives.

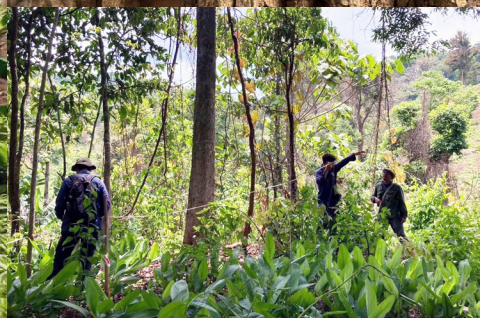
As BJC continues to advance its climate strategy, the Sustainable Management Team acknowledges the significance of these targets and recognizes the emerging challenges associated with their implementation. These challenges include evolving regulatory frameworks, the need for enhanced data accuracy in emissions tracking and increasing stakeholder expectations for more ambitious climate action. To address these issues, BJC remains committed to continuous capacity building, cross-functional collaboration and integrating innovative solutions to drive meaningful progress toward its climate goals.

"Planting Big Trees for Our House" Reforestation Project

BJC is taking an important step in advancing its environmental goals by applying for T-VER (Thailand Voluntary Emission Reduction) certification for its "Planting Big Trees for Our House" reforestation project. This initiative, which began in 2023, involved the planting of 20,000 trees across national reserved forest areas in Chiang Rai, including Doi Luang Forest, Nam Yao Forest and Nam So Forest in Chiang Khong District.







The project aims to restore 100 Rai of degraded forest, playing a vital role in the absorption of carbon dioxide (CO_2) and contributing to the improvement of local ecosystems. By applying for T-VER certification, BJC will be able to formally recognize and offset the carbon emissions reduced through this reforestation effort. This will further support BJC's sustainability goals and its commitment to achieving net zero greenhouse gas emissions by 2050.

Exploring Hydrogen-Powered Solutions for Sustainable Energy

BJC has partnered with Bangkok Industrial Gas Co., Ltd., a leader in industrial gas solutions and greenhouse gas reduction technology, through a Memorandum of Understanding (MOU). This collaboration aims to assess the feasibility of deploying hydrogen-powered forklifts across BJC's upstream, midstream and downstream operations. The initiative reflects BJC's commitment to reducing greenhouse gas emissions, enhancing energy efficiency and advancing long-term sustainability.

As a recognized green energy source, hydrogen presents a significant opportunity to decarbonize industrial and logistics operations. Hydrogen-powered forklifts produce zero emissions at the point of use, reducing reliance on fossil fuels and minimizing BJC's supply chain carbon footprint.

This pioneering study, the first of its kind in Thailand's retail sector, positions BJC as a leader in sustainable logistics. In collaboration with Bangkok Industrial Gas Co., Ltd., BJC will evaluate the potential of hydrogen technology to optimize operations and contribute to Thailand's transition to a low-carbon economy.



BJC Begins CDP Reporting in 2024

In 2024, BJC initiated its participation in the Carbon Disclosure Project (CDP) for the first time. The CDP is a global initiative that helps companies disclose their environmental impacts and strategies for managing climate-related risks and opportunities. Through this platform, BJC demonstrates its dedication to climate action, sustainable practices and transparency in reporting environmental data.

The decision to engage in CDP reporting aligns with BJC's broader goals of improving environmental performance, driving climate resilience and meeting stakeholder expectations. The first-year participation will focus on gathering data on key environmental indicators, including carbon emissions, water usage and supply chain sustainability.

Participating in the CDP, BJC is taking proactive steps to assess its environmental impacts, identify areas for improvement and build a low-carbon economy strategy. This involvement will also help BJC strengthen its sustainability practices, set ambitious targets and enhance its credibility in the eyes of customers, investors and other key stakeholders.

Performance

To ensure transparency and accountability in GHG emissions reporting, BJC follows internationally recognized standards and methodologies. Emission calculations are based on established assumptions and tools, including the Greenhouse Gas Protocol and the Thailand Greenhouse Gas Management Organization (TGO) guidelines, which incorporate the key greenhouse gases such as CO_2, CH_4, N_2O, HFC_S, PFC_S, SF_6 and NF_3. Additionally, BJC utilizes scientifically validated conversion factors from the Intergovernmental Panel on Climate Change (IPCC) to guarantee the accuracy, consistency and reliability of energy consumption and efficiency improvement reporting. These practices are aligned with global best practices to ensure the integrity of emissions data.

BJC has set a Net Zero by 2050 target to demonstrate its commitment to sustainability. This target reflects the company's intention to drive the organization toward sustainable growth while upholding its responsibility to the environment and society. The company has communicated this commitment to employees and relevant stakeholders to ensure alignment and coordinated efforts toward the shared goal.

To support this objective, BJC has established a greenhouse gas emissions reduction target of 15% from the 2021 base year by 2032. The 2021 base year was chosen as it marks the period when the company began its recovery and normalization efforts following the COVID-19 pandemic, providing a relevant and representative benchmark for resource use, including energy consumption and associated GHG emissions.

Indicator	Base year (2021)	2024 Performance
GHG Emission Scope 1 (tCO_2e)	620,972	580,320
GHG Emission Scope 2 (Location-Based) (tCO_2e)	616,367	644,573
GHG Emission Scope 2 (Market-Based) (tCO_2e)	648,593	620,543
Total GHG Emission Scope 1+2 (tCO_2e)	1,269,565	1,200,863
GHG Emissions Intensity (tCO e/Revenue)	8.21	7.61

**For performance against target, see Sustainability Performance Report 2024.*

Energy Management

In business operations, all core activities necessitate energy consumption, including electricity, fuel, heat and various forms of natural gas. The utilization of these resources has a direct impact on both operational costs and the environment, contributing to the depletion of natural resources and the emission of greenhouse gases, which in turn intensify environmental challenges and global warming.

BJC fully recognizes the significance of this issue and places great emphasis on energy management, adhering to the principle that effective and efficient management can substantially mitigate both business costs and environmental impacts. As an integral component of its Climate Strategy, BJC has incorporated a comprehensive energy management approach and has established a target to achieve a 15% reduction in non-renewable energy consumption by 2032.

Beyond its direct operations, BJC also assesses energy consumption outside the organization, including energy use by suppliers and business partners. The same standards, methodologies and calculation tools are applied to measure and report energy consumption across the value chain, reinforcing BJC's commitment to driving sustainability beyond its own operations and fostering a more energy-efficient supply chain.

Target
Reduce Non-Renewable Energy Consumption 15% by 2032

Performance

Indicator	Base year (2021)	2024 Performance
Energy consumption (MWh)	2,903,463	2,940,725
Non-Renewable Energy Consumption (MWh)	2,850,909	2,826,751
Renewable Energy Consumption (MWh)	52,554	113,973
Energy intensity (MWh/Operation)	1,832.99	1,600.83

**For performance against target, see Sustainability Performance Report 2024.*
**Energy intensity is calculated based on non-renewable energy consumption (MWh/operation).*

Energy Management Initiatives

Energy audits to identify opportunities for improving energy performance
BJC is focused on enhancing energy efficiency and reducing its environmental footprint through comprehensive energy audits across its operations. These audits are essential for identifying opportunities for improved energy performance, helping the company optimize energy use and support its long-term sustainability objectives.

By systematically evaluating energy consumption patterns, BJC can uncover inefficiencies, implement targeted solutions and drive cost savings while reducing greenhouse gas emissions. Key focus areas include upgrading to energy-efficient equipment, optimizing

production processes and integrating renewable energy solutions such as solar power into existing operations.

Through continuous monitoring and assessment, BJC ensures that energy performance improvements are sustained over time. The insights gained from energy audits enable data-driven decision-making, helping the company align with global best practices and meet evolving regulatory requirements. By prioritizing energy efficiency, BJC strengthens its dedication to sustainable business practices and contributes to Thailand's transition to a low-carbon economy.

Actions to reduce the amount of energy used

Berli Jucker Food (BJF) has taken significant steps to address greenhouse gas reduction, reflecting BJC's commitment to combating climate change and promoting sustainable practices. Recognizing the importance of minimizing emissions, BJF has expanded its supply chain by sourcing potatoes from regions beyond Chiang Rai province. This strategic move has reduced the quantity of fresh potatoes requiring cold storage, leading to the decommissioning of four cold storage rooms in Chiang Rai over eight months.

Additionally, BJF has implemented several initiatives to enhance energy efficiency and further support its GHG reduction goals. By optimizing the storage layout at its factory, BJF has reduced cold storage utilization, enabling the shutdown of one cold room. The installation of high-speed auto doors at the Samut Prakan factory has further improved energy efficiency by minimizing electricity consumption in cold storage operations.

These concerted efforts have resulted in a significant reduction of 154.20 tons of CO_2eq annually, demonstrating BJF's dedication to aligning operational improvements with environmental responsibility. Through these initiatives, BJC reinforces its mission to create a sustainable future for communities and the planet.



Rubia Industries (RIL) has implemented targeted initiatives to support BJC's commitment to greenhouse gas reduction and energy efficiency. By creating partitioned rooms based on machinery types, RIL has minimized unnecessary cooling by turning off air conditioning in non-production areas. Furthermore, enhanced cleaning and sanitation methods now allow the air conditioning to be turned off on non-production days. These measures have significantly reduced electricity consumption by 203,407 kWh per year, resulting in cost savings of 830,000 baht per year, while supporting environmental sustainability.

Similarly, Berli Jucker Cellox (CPC) has focused on energy efficiency and GHG reduction through improvements and repairs to its electrical systems, effectively reducing electricity leakage. These actions not only lower electricity consumption but also decrease operational costs, reflecting CPC's commitment to sustainable practices. In 2024, these initiatives have led to a reduction in energy consumption by 1,498 kWh per year, translating to total savings of 930,000 baht per year.

Both RIL and CPC's efforts underscore BJC's dedication to creating a sustainable future by implementing impactful initiatives that enhance energy efficiency, reduce GHG emissions and contribute to minimizing environmental impact.

Evaluation of progress in reducing energy consumption

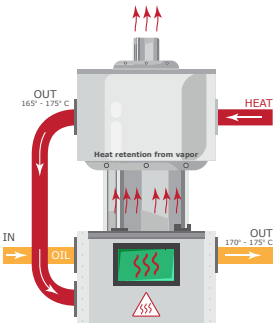
BJC conducts an annual evaluation of progress in reducing energy consumption and increasing the use of renewable energy. Additionally, it assesses progress toward achieving a 15% reduction in non-renewable energy consumption, using 2021 as the base year. This evaluation involves tracking energy usage across facilities, equipment and processes. Since energy consumption is a significant contributor to greenhouse gas emissions, reducing non-renewable energy use plays a crucial role in minimizing the carbon footprint of organization. By enhancing energy efficiency and transitioning to renewable sources, BJC aims to mitigate environmental impact and align with global sustainability commitments.

Energy Efficiency and Sustainability Initiatives

Berli Jucker Food (BJF)

BJF is actively advancing energy efficiency and sustainability by implementing innovative technologies. The company is installing recovery equipment to capture heat emitted from fryers, repurposing it to heat frying oil as an alternative to natural gas. Additionally, BJF is improving the efficiency of its cold storage for dough sheets in the pellet line by replacing the evaporator with a coil designed with a front-facing fan, enhancing air distribution and reducing electricity consumption for the chiller unit.





Further efforts include optimizing the air conditioning system in the office and packing room by opening ventilation channels around equipment, along with improved management of the piping and compressed air tank system in the CR Line. These initiatives collectively improve system performance, reduce energy consumption and minimize environmental impacts. Through these measures, BJF is expected to reduce more than 335.90 tons of CO_2eq emissions in 2024, aligning with BJC's commitment to sustainability.

Rubia Industries (RIL)

RIL is driving sustainability by integrating innovative approaches to energy consumption. The company is replacing diesel-powered forklifts with electric forklifts, reducing reliance on fossil fuels and lowering greenhouse gas emissions. Moreover, RIL is enhancing energy efficiency by installing high-efficiency compressor air systems, replacing outdated machinery and minimizing energy losses. These initiatives are projected to save approximately 60,801 kWh of electricity and 6,237 kg of LPG consumption, reducing emissions by 47.86 tons of CO_2eq in 2024. By prioritizing cleaner energy use and adopting advanced technologies, RIL reinforces BJC's mission to create a sustainable future while mitigating environmental impacts.



Berli Jucker Cellox (CPC)

CPC is committed to innovation and sustainability, implementing more efficient equipment to enhance operational performance and reduce energy consumption. These improvements have significantly lowered energy costs and greenhouse gas emissions. The company actively invests in research and development to explore new technologies that further optimize efficiency, reduce resource use and minimize environmental impacts.

CPC's focus on technological advancement underscores its dedication to sustainability, ensuring that operations are both environmentally responsible and resource-efficient. Together, these initiatives reflect BJC's overarching goal of reducing greenhouse gas emissions, promoting energy efficiency and supporting a sustainable future for all.

Use of Clean or Green Energy

As part of its commitment to environmental stewardship and sustainable development, BJC has increasingly turned to renewable energy solutions to reduce its environmental impact.

One of the key initiatives in BJC's sustainability strategy is its focus on solar energy. The company has made significant investments in solar power, installing solar panels across various properties and operations to harness clean, renewable energy.

Big C Solar Rooftop

Big C has been progressively expanding its solar energy capacity, with solar installations now covering a broad network of stores and distribution centers. In 2024, Big C further extended its efforts by expanding solar panel installations across 2 Mini Big C branches

and 88 Hypermarket branches, significantly increasing its overall renewable energy capacity to 90,729,010 kWh.

By harnessing solar power, Big C is reducing its reliance on fossil fuels and lowering its greenhouse gas emissions, which aligns with the company's broader sustainability goals. This initiative is a vital component of Big C's strategy to support Thailand's transition to a low-carbon economy and contribute to the national push for expanding renewable energy capacity. The integration of solar energy offers numerous operational advantages, including significant energy cost savings and a more reliable, sustainable energy supply. The solar panels installed across its Mini Big C and Hypermarket locations not only provide a renewable power source but also enhance energy efficiency. These efforts are central to Big C's commitment to achieving net-zero greenhouse gas emissions by 2050, making the company a key player in driving Thailand's renewable energy transition.

Through its ongoing investment in solar energy, Big C is setting a benchmark for large-scale retail operations by successfully integrating green technologies into its business model. The company serves as an example for others, demonstrating that it is possible to adopt sustainable practices while maintaining profitability and operational efficiency.



CPC

CPC has installed solar cells as a form of renewable energy, which helps reduce the use of electricity generated from coal. This initiative increases the share of clean energy, thereby reducing the environmental impact of energy consumption and reducing electricity by 981.72 kWh. and importantly, it also contributes to a decrease in greenhouse gas emissions, supporting the company's sustainability.

For more details, please visit: Energy Management Section on BJC Sustainability Website

BJC Sustainability Website

Environmental Management

Significance and Exposure

The intensifying impacts of climate change, coupled with ongoing human activities, have increasingly disrupted ecosystems, posing significant challenges to BJC's operations. Given its diverse industries including packaging, consumer products, as well as retail businesses, BJC must actively manage its environmental impact due to substantial responsibilities and risk exposures. With operations heavily reliant on natural resources such as water, sand, metals and agricultural products, sustainable management is essential for preserving ecosystems and ensuring long-term resource availability. Failure to address these impacts can lead to operational disruptions, regulatory penalties, reputational harm and rising costs associated with energy use and resource scarcity. Additionally, climate-related risks, such as extreme weather events, pose threats to infrastructure and supply chains. By prioritizing effective environmental management, BJC mitigates these risks, improves operational efficiency, reduces costs, ensures regulatory compliance and enhances stakeholder trust. This commitment to sustainability secures BJC's long-term viability and reinforces its contribution to global environmental goals.

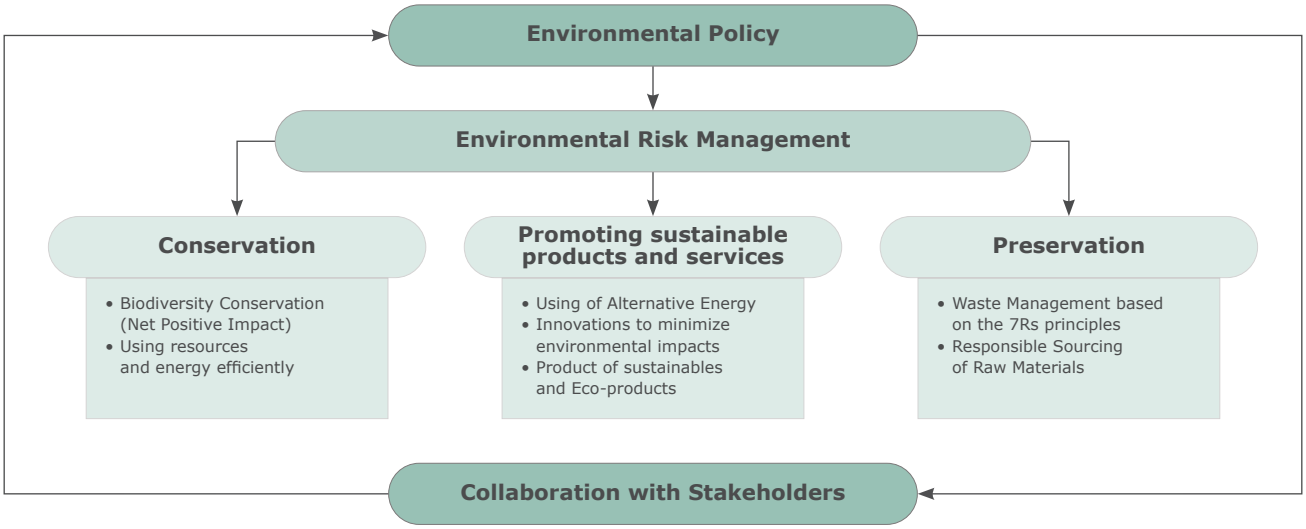
Management Approach

At BJC, we envision a future where every community thrives, leaving no one behind. Guided by our mission to create a sustainable future, we acknowledge the growing impacts of climate change and the ongoing disruptions to ecosystems caused by human activities.

To address environmental challenges, BJC has developed a comprehensive **Environmental Policy** that serves as a framework for effective environmental management. This policy ensures compliance with all relevant laws, regulations and standards, including ISO 14001 certification and international best practices, while promoting sustainable business development. It underscores the importance of environmental and social responsibility, with a focus on the efficient use of natural resources to mitigate climate change impacts and support long-term sustainability.

The Safety, Health and Environment (SHE) teams at each business unit play a crucial role in implementing this policy, monitoring performance and working closely with the Sustainability and Risk Management Department to identify opportunities for continuous improvement, promote environmental stewardship and align with BJC's broader sustainability goals.

The Sustainability and Risk Management Division also provides a Data Reporting Tool, a centralized platform designed to streamline the collection and consolidation of Environmental Health and Safety (EHS) data. This tool allows the SHE teams across all business units to input their data in a standardized format, ensuring consistency and accuracy.



Roles and Responsibilities for Implementing Environmental Policy

The Board of Directors or the Assigned Committee
Approves proposed Environmental Management Policy and its Commitments to Support BJC Group's Sustainable Development and oversee the company's operations to prevent negative environmental impacts and ensure compliance with applicable laws, regulations and BJC Group's policies, so that the company could achieve the commitments.

The Management Board
Responsible for environmental management of BJC Group by defining work processes that are aligned with environmental management policy. Committed to set short-term and long-term environmental targets and objectives, establishing appropriate strategies and action plans to achieve the targets, overseeing business operations to ensure that they are in accordance with applicable laws, regulations, policies and plans. Moreover, the role includes driving continuous improvement in environmental performance, creating awareness, knowledge and organizational culture to reduce environmental impacts and conserve natural resources.

The Employees
Strictly comply with applicable laws, regulations, policies and action plans relating to environment, be aware of the importance of environment conservation and be cooperative for supporting the company to achieve environmental targets.

To assess the policy's efficiency and effectiveness, its performance will be reviewed and reported annually to the Sustainable Development Committee and Risk Management Committee, especially in cases involving environmental risks.

In 2024, BJC continues to prioritize environmental stewardship through a comprehensive approach that focuses on reducing waste, particularly packaging, food waste, managing water usage responsibly and preserving biodiversity. These actions are seamlessly integrated into BJC corporate-wide "1+5 Strategy" which serves as the foundation for long-term sustainable operations.

Additionally, BJC actively collaborates with stakeholders to gather insights, opinions and recommendations. This inclusive approach enables the integration of diverse perspectives into our strategic planning, ensuring alignment with our sustainability goals. Through open dialogue and cooperation, we strive to implement effective measures that address both prevention and remediation, paving the way toward a more sustainable future.

Collaboration with stakeholders has been essential in assessing the effectiveness of our environmental management initiatives. Feedback from local communities, environmental experts and regulatory bodies has provided valuable insights into the real impact of BJC's efforts. By collecting input on key areas such as resource use reduction, quality improvements and the success of conservation programs, we are able to refine our strategies and prioritize actions that drive the most effective and sustainable outcomes.

Together, we are committed to nurturing sustainable living for all and building a resilient, thriving future where no one is left behind.

Waste Management

Performance

Indicator	2024 Performance (tons)
Total Waste Generation (tons)	77,831
Total Waste Recycled/Reused/Recovery (tons)	34,949
Total Waste Disposal (tons)	42,882

**For a detailed breakdown of 2024 performance, please refer to the Sustainability Performance Report.*

BJC recognizes its significant role in addressing global waste challenges. As a major operator in the consumer and modern retail industries, BJC generates food loss, solid/organic waste and packaging waste throughout its value chain. These issues are driven by stringent product safety and quality requirements, as well as evolving consumer behaviors that demand convenience while prioritizing product safety and quality.

Waste management remains a central pillar of BJC's sustainability strategy, encompassing solid waste, food waste and packaging waste.

Target and 2024 Performance

Catagory	Target	2024 Performance (tons)
Plastic Packaging	15% reduction in plastic packaging by 2032	9,363
Food Waste	15% reduction in food waste by 2032	15,563

**For performance against target, see Sustainability Performance Report 2024.*
***Base year 2021*

These goals underscore BJC's dedication to aligning with international sustainability standards and Thailand's national policies, including the Thailand 4.0 framework, the Plastic Waste Management Roadmap 2018–2030 and the circular economy model. These frameworks emphasize regenerating natural systems, extending the lifecycle of materials and supporting BJC's commitment to achieving zero waste to landfill.

In line with its food waste management initiatives, BJC has established clear guidelines to ensure systematic and effective waste management practices across its operations.

These efforts prioritize reducing, reusing and recycling materials, significantly minimizing the volume of plastic, packaging and other waste sent to landfills.

Waste Management Initiatives

BJC has implemented a comprehensive waste management strategy to minimize environmental impact, optimize resource efficiency and support a circular economy. This strategy aligns with BJC's commitment to sustainability, regulatory compliance and stakeholder expectations. It focuses on reducing waste generation and landfill dependency, enhancing recycling efforts, promoting responsible disposal, raising awareness of waste management and creating long-term value for both the business and the environment.

Key initiatives include:

1. Waste Audits

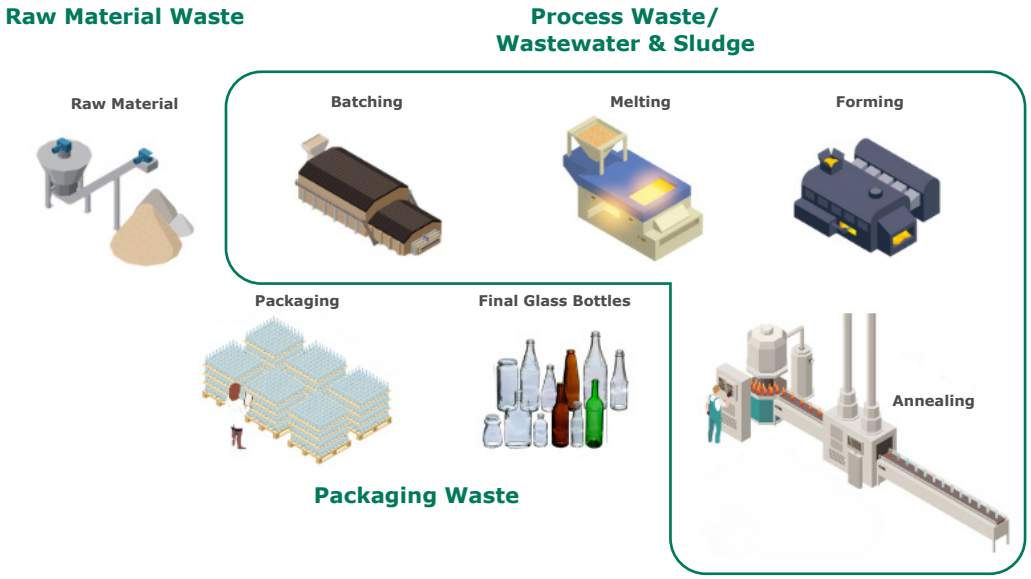
A waste audit involves a systematic evaluation of BJC's waste streams, helping all business units across the BJC value chain identify opportunities for improving waste performance, optimizing recycling efforts and implementing enhanced waste management practices. A key element of the audit is identifying the amount and specific types of waste generated at each stage of operations such as leftover raw materials (e.g., paper, glass and aluminum scraps), packaging waste (e.g., plastic, glass, aluminum and paper). This provides valuable data, enabling BJC to pinpoint areas with significant waste generation. The audit process involves a comprehensive waste flow analysis, which tracks the movement of waste materials from their source through disposal or recycling. By mapping waste streams, BJC can identify inefficiencies, uncover opportunities for waste reduction and assess compliance with environmental regulations.

Through systematic data collection, including direct waste measurements, material tracking and employee input, BJC can develop a detailed understanding of waste generation patterns. This analysis helps to distinguish between avoidable and unavoidable waste, facilitating the implementation of targeted strategies to optimize resource use. By leveraging this data-driven approach, BJC can reduce waste, enhance operational efficiency, lower disposal costs and advance sustainability initiatives across the organization.

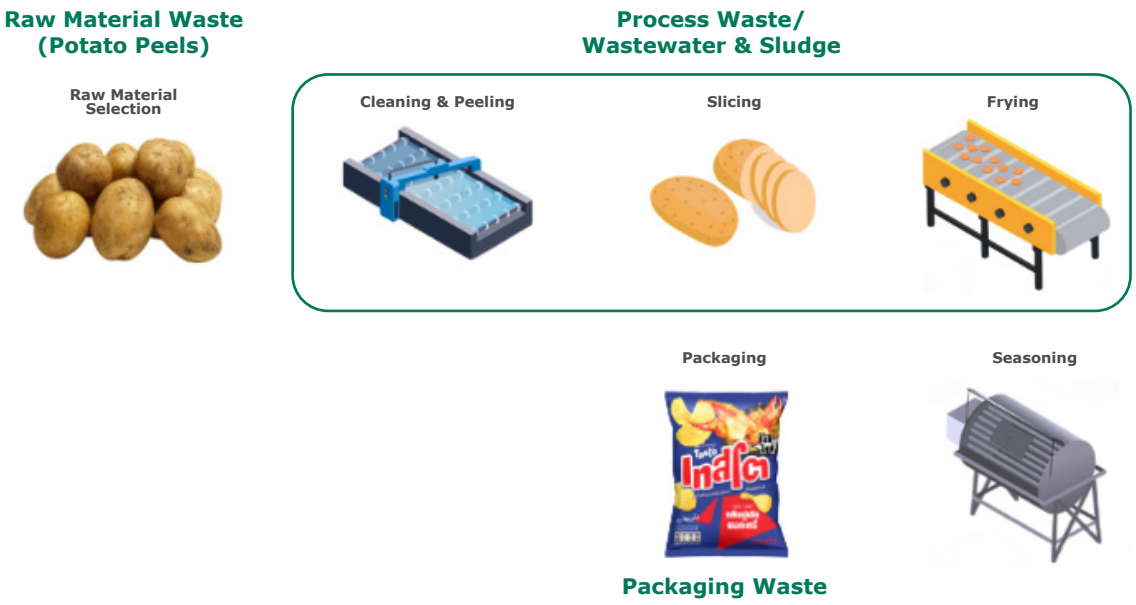
Example of Waste Flow Analysis of RIL



Example of Waste Flow Analysis of TGI



Example of Waste Flow Analysis of BJF



Example of Waste Flow Analysis of CPC



2. Quantified Targets

To drive continuous improvement, BJC has established clear and measurable waste reduction targets of 15% within business activities by 2032, using 2021 as the base year. These targets align with industry best practices and regulatory requirements, ensuring accountability and progress tracking.

BJC strictly adheres to national and international waste management regulations by exploring and selecting waste processors that undergo regular monitoring to ensure effective waste treatment and compliance with Thailand's legal requirements. This guarantees that

waste is treated or disposed of appropriately in accordance with environmental standards, further reinforcing BJC's commitment to sustainable waste management.

Additionally, BJC conducts an annual data breakdown of total solid waste recycled, reused and disposed of, categorized by disposal method. This analysis enables BJC to set annual targets for reducing waste disposal and minimizing landfill usage.

The annual waste disposal target is available on the BJC Sustainability website.

BJC Sustainability Website



3. Action Plans to Reduce Waste Generation

BJC conducts waste audits to identify key areas of significant waste generation across its business operations. These assessments determine the amount and types of waste produced, enabling each business unit to identify opportunities for improvement. By analyzing waste generation flow, BJC develops action plans to enhance waste management performance and achieve annual waste reduction targets. BJC continues to actively implement measures to minimize waste generation, focusing on critical areas from product design and manufacturing to waste treatment.

Action Plans to Reduce Waste Generation

Sustainable Furnace Longevity Program (SFLP)

Thai Glass enhances the lifespan of furnaces by using a water spray to lower the temperature of refractory bricks, reducing thermal stress and extending their durability. These bricks primarily consist of two types: Magnesia Bricks (MgO-based), which form the main structure of the furnace and Chromium Oxide-Alumina (Cr_2O_3-Al_2O_3) bricks, which are used in the regenerator section. Chromium Oxide-Alumina bricks account for approximately 0.5% of the total furnace components and are classified as hazardous waste. The typical lifespan of a furnace is around 10–12 years and this enhancement extends its service life by an additional 16 years. By prolonging furnace operation, this approach significantly reduces disposal costs and hazardous waste generated from maintenance approximately 4,258.45 tons — while minimizing the environmental impact associated with frequent material replacement and landfill waste accumulation.

Scrap Metal Upcycling

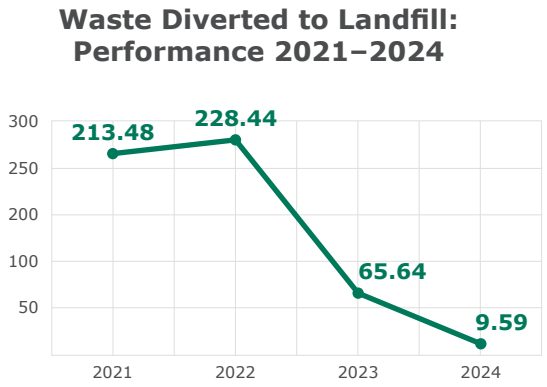
Thai Scandic Steel (TSS) collaborates with Big C to implement a resource optimization initiative focused on upcycling excess steel materials. This initiative aligns with the circular economy model by repurposing industrial waste into functional infrastructure, reducing landfill waste and promoting renewable energy. It involves utilizing 483.42 kg of excess steel leftover from various cutting and processing operations to manufacture 115 solar panel mounting poles. These poles were installed at the Bueng Si Fai cycling track in Phichit Province to support solar energy generation. By repurposing scrap materials, TSS and Big C actively reduce industrial waste while contributing to sustainable energy solutions.

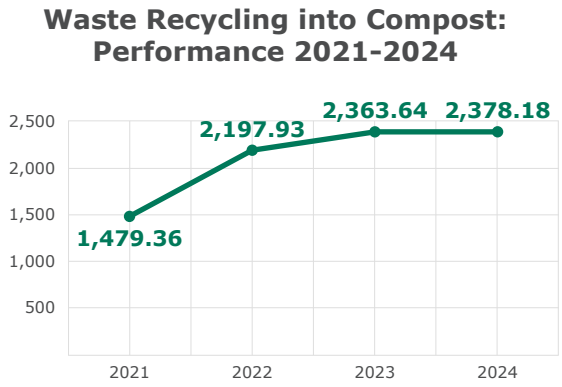


Integration of Recycling Programs to Reduce the Waste Sent to Landfill

BJC prioritizes recycling programs and zero waste to landfill initiatives across its operations. By adopting a bio-circular economy model, BJC focuses on minimizing landfill dependency through innovative waste processing technologies, such as aerobic digestion and advanced recycling systems.

Disposal Methods (Tons)	2021	2022	2023	2024
Landfill (Excl.Municipal Waste)	213.48	228.44	65.64	9.59
Composting (Excl. Lye)	1,479.36	2,197.93	2,363.64	2,378.18





RIL integrates recycling programs to reduce waste sent to landfill through a bio-circular economy model. In 2024, RIL explores and assesses waste processors in compliance with the waste disposal permit application and seeks providers capable of recycling waste through aerobic digestion to convert organic waste into compost, reducing landfill disposal by approximately 84% of the total organic waste generated.

CPC, since 2020, has been reducing waste from its wastewater treatment process through composting, ensuring the sustainable management of wastewater sludge. In 2024, CPC further increased waste recycling by over 100% (per ton PM) compared to the previous year.

Waste-to-Value Solutions

BJC actively promotes waste-to-value solutions by recycling used cooking oil from its operations into sustainable fuels, reducing environmental impact and supporting the circular economy.

BJF recycles used cooking oil from the potato frying process into biodiesel through a qualified supplier, helping to lower carbon emissions, promote renewable energy and reduce landfill waste. Biodiesel serves as an alternative to fossil fuels, contributing to cleaner energy solutions.

Business Unit	2023 (kg)	2024 (kg)
BJF	18,880	19,490
Big C	52,255	69,542
Total	71,135	89,032

Similarly, Big C partners with an oil producer to sell used cooking oil from its kitchens and food courts, which is then recycled into industrial products and Sustainable Aviation Fuel (SAF). SAF plays a crucial role in reducing greenhouse gas emissions in the aviation sector and supports global efforts toward carbon neutrality.

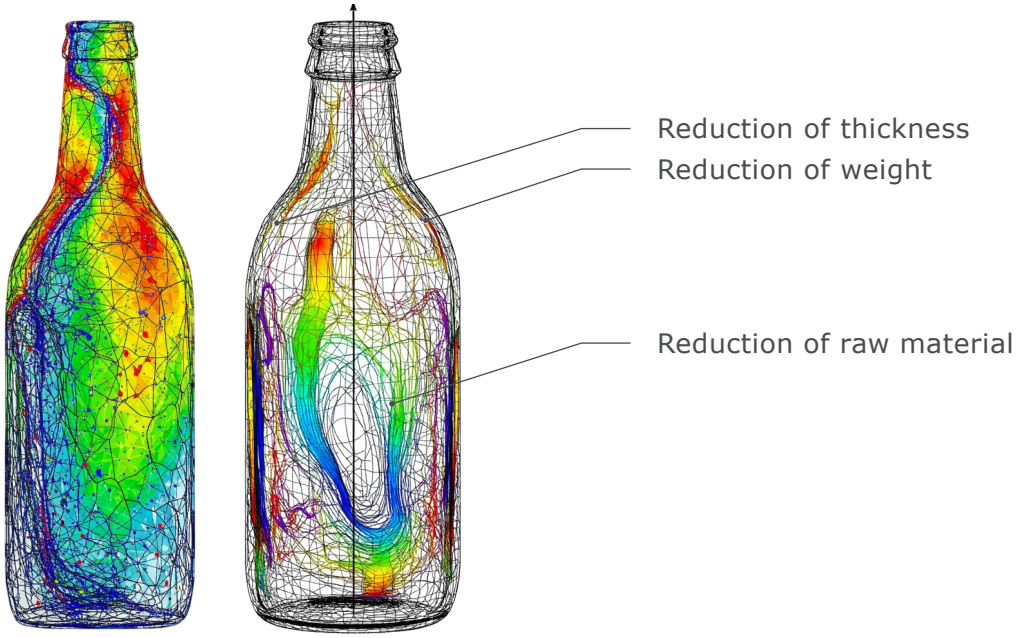
Investment in Innovation or R&D to Minimize Waste

Packaging Redesign for Sustainability

For the packaging supply chain, TBC and BJC Glass remain committed to continuous innovation in sustainable packaging. One key initiative is redesigning for reuse, extending product life and reducing the thickness of aluminum cans and glass packaging products — a strategy that integrates innovation with the Circular Economy model to optimize material usage, enhance packaging circularity and minimize waste while ensuring durability and quality.

BJC Glass's investment in innovation and research & development (R&D) plays a crucial role in minimizing waste and promoting sustainable packaging redesign, particularly in

the development of lightweight and reusable glass bottles. By advancing material science, manufacturing techniques and circular economy practices, R&D drives the creation of lightweight but durable glass bottles, reducing raw material consumption, minimizing production waste and enhancing energy efficiency.

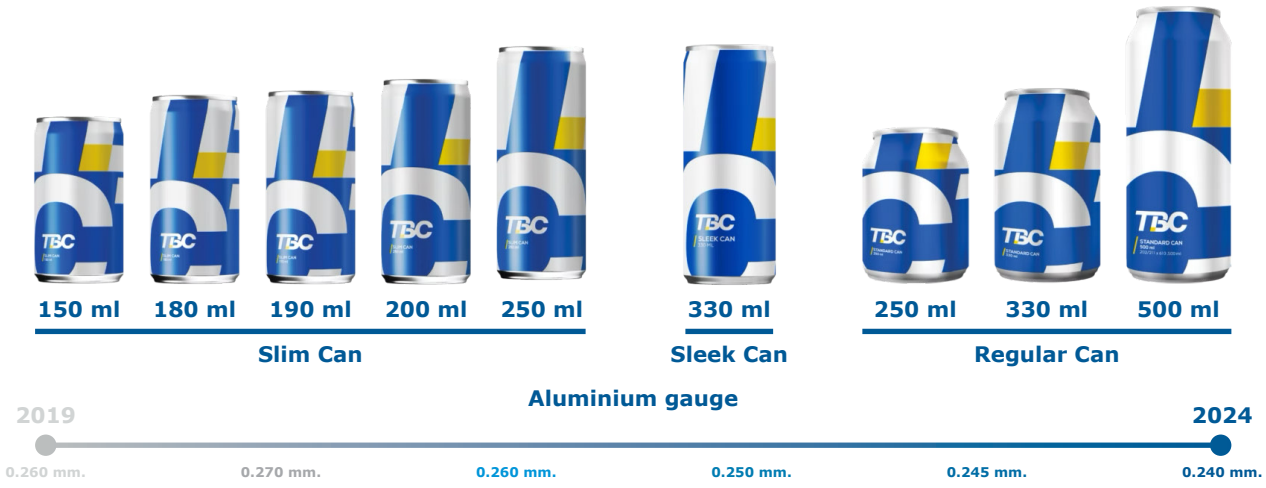


In addition to lightweight design, BJC Glass is actively redesigning glass bottles for reuse, extending product life and decreasing the frequency of replacements and waste generation. By improving bottle strength, durability and recyclability, this initiative supports a more circular packaging system, ensuring that bottles remain in circulation for longer periods before being recycled.

Additionally, lightweight and reusable glass reduces transportation emissions and enhances recyclability, reinforcing sustainability efforts across the packaging supply chain. Through continuous innovation, companies can reduce environmental impact, optimize resource use and support a more circular and responsible packaging industry.

Resource Efficiency

Star can - Reduce the thickness of aluminium cans



By investing in research and development (R&D), TBC has optimized its manufacturing processes, reducing the need for raw materials in production. This innovation significantly reduces resource extraction, associated waste and greenhouse gas emissions (Scope 3) across the supply chain. Through strategic investments in sustainable R&D, TBC is driving a circular economy and reinforcing its commitment to minimizing waste while delivering high-quality, environmentally responsible packaging. In 2024, TBC achieved an 6.2% weight reduction per can through optimized design and material efficiency.

Optimizing Potato Processing

BJF is committed to efficient resource utilization to minimize waste and enhance sustainability in potato chip production. However, inefficiencies such as inconsistent potato sizes, variations in chip quality, high rejection rates, inefficient processing and excessive resource consumption can negatively impact operations. These challenges contribute to food waste, increased energy consumption and higher operational costs, affecting both environmental and economic sustainability.



In 2024, BJF optimized raw material usage and reduced waste generation in potato size sorting process by over 200 tons by implementing innovative R&D-driven potato size sorting systems for locally cultivated potatoes in Thailand. This system enhances production efficiency by minimizing waste in the sorting process. Potatoes that do not meet size standards are returned for replanting and future harvesting, ensuring minimal waste and supporting sustainable agricultural practices.

Waste Reduction Training Provided to Employees

To foster the corporate-wide waste management objectives, BJC Big C regularly conducts training for all applicable employees to share knowledge about appropriate waste management practices. These practices are continuously reinforced through corporate-wide E-news emails, which provide updates on proper waste management techniques, waste type identification for accurate separation and opportunities for waste recycling and recirculation.

Additionally, BJC Big C has integrated waste reduction and waste management training into its onboarding program for new employees. This ensures that all staff members, from

the start of their tenure, understand and adopt responsible waste disposal and separation practices. As a result, the company has observed an improvement in waste sorting accuracy, further enhancing its recycling and sustainability initiatives.

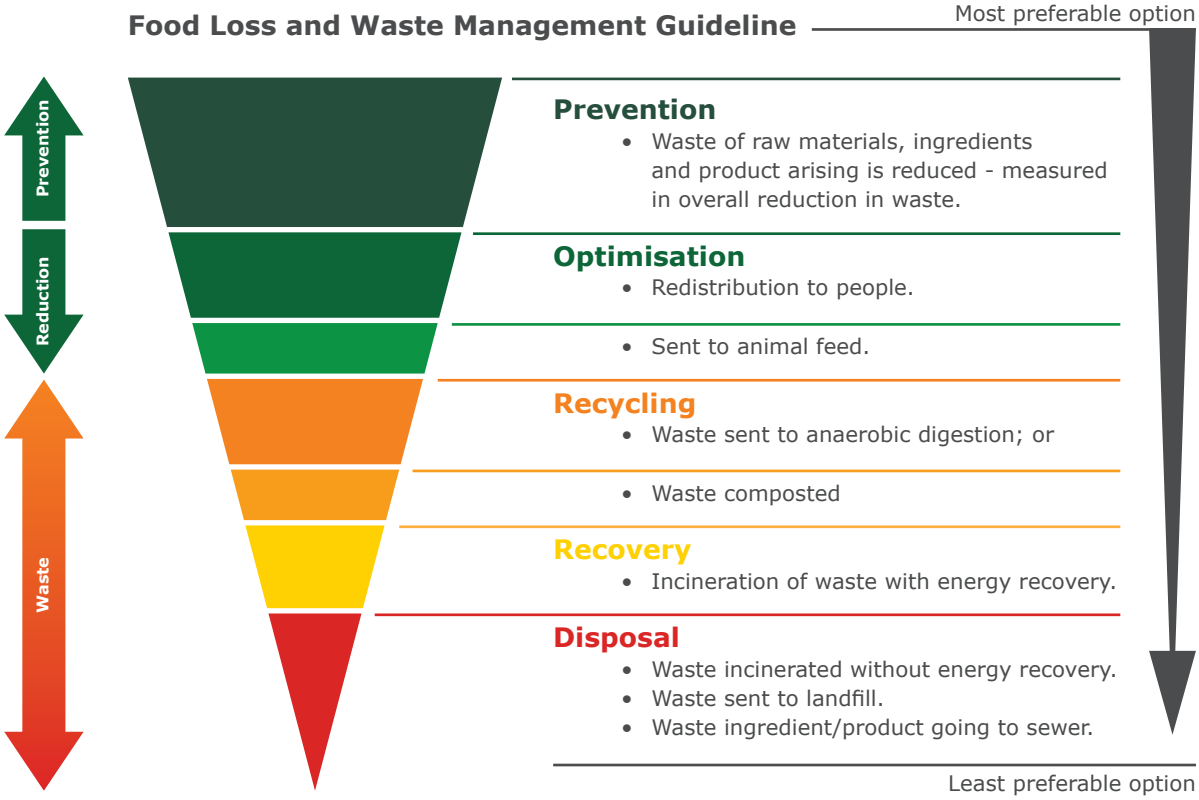
Food Loss and Food Waste Management

Significance and Exposure

BJC is committed to tackling the global challenge of food loss and waste as part of its mission to nurture sustainable living for all. Recognizing the environmental and social impacts of food waste such as greenhouse gas emissions and food insecurity. BJC actively strengthens its waste management strategies within its modern retail supply chain. In alignment with the United Nations Sustainable Development Goal (SDG) 12, the company strives to reduce food loss and waste through innovative solutions, responsible resource management and strong community partnerships. By fostering a more sustainable and inclusive food system, BJC aims to ensure that every community thrives, leaving no one behind.

Management Approach

BJC has established the Food Loss and **Food Waste Management Policy** as a strategic framework aimed at the reduction of food waste. This framework encompasses the transformation of food scraps, such as fruit trimmings or surplus food, into valuable products. The company actively collaborates with external organizations, including government agencies, suppliers and customers, to further minimize waste. Furthermore, BJC is committed to raising awareness among stakeholders regarding sustainable practices to promote the continued reduction of food waste.



This policy framework also supports initiatives such as the management of near-expiry products and surplus food, with the goal of benefiting communities and society, thereby reducing waste and its environmental footprint. By prioritizing prevention and reduction throughout the value chain, BJC is dedicated to enhancing operational efficiency, mitigating environmental impacts and advancing the principles of sustainable production and consumption.

Furthermore, BJC has adopted the Food and Agriculture Organization of the United Nations (FAO) food loss and waste guidelines to drive reduction efforts across its operations, reinforcing its commitment to global sustainability standards.

Food Loss & Waste Training

BJC continues to foster a culture of sustainability by actively sharing knowledge and providing training on food loss and waste management across its operations. By prioritizing education and awareness, the company ensures that employees are well-equipped to contribute to responsible waste reduction efforts. Key business units including Big C, BJF, CPC, TBC, TGI and TMG play a vital role in these initiatives by promoting proper waste separation in canteens and advocating for sustainable disposal practices.

In 2024, BJC has expanded its initiatives by introducing hands-on activities that engage employees in waste sorting, reinforcing the importance of minimizing food waste at the source. Additionally, the company has strengthened collaboration with external stakeholders, such as local farmers, to repurpose food waste as animal feed—further diverting waste from landfills and advancing circular economy principles. These efforts underscore BJC's ongoing commitment to sustainability, responsible resource management and environmental stewardship.

Food Loss & Waste Performance

Indicator (tons)	Base year (2021)	2022	2023	2024
Total weight of all food loss & waste	21,226	19,719	16,941	15,563
Total weight of food loss & waste volumes used for alternative purposes	2,102	2,781	2,623	2,991
% Coverage	89.98	91.37	91.42	91.81

**For performance against target, see Sustainability Performance Report 2024.*
***Base year 2021*

Food Loss and Waste Management Initiatives

1. Programs for Repurposing Food Loss and Waste

In accordance with the Food and Agriculture Organization (FAO) guidelines on food loss and waste, BJC has established a series of programs designed to repurpose food loss and waste for alternative uses. These programs are structured as follows:

1. **Order Planning** – Implementing optimized procurement and inventory management to minimize surplus and waste.
2. **Value-Added Menu** – Utilizing surplus ingredients to create new food products with added value.
3. **Yellow Label** – Offering near-expiry products at discounted prices to reduce waste and increase consumption.
4. **Thai SOS** – Collaborating with food rescue organizations to donate surplus food to communities in need.
5. **Animal Feed** – Redirecting food waste for use in feeding livestock, thereby preventing unnecessary waste.
6. **Industrial Use** – Exploring alternative industrial applications for food waste, contributing to resource optimization.
7. **Food Waste to Fertilizer** – Converting organic waste into compost, thereby supporting sustainable agricultural practices.

These initiatives underscore BJC's continued commitment to sustainable waste management, the circular economy and the efficient utilization of resources. Additionally, BJC intends to extend these efforts across the country by engaging like-minded partners who share the company's values. Through this collaborative approach, BJC aims to maximize the effectiveness of the program and deliver tangible, meaningful benefits to communities nationwide.

1. Order Planning

BJC is committed to strategic order planning to minimize food waste and optimize the use of raw ingredients. By accurately forecasting customer demand, the company ensures that food supply aligns with consumption needs, thereby preventing excess inventory and reducing unnecessary waste.

A key component of this approach is seasonal food management, where Big C carefully plans procurement based on the availability of seasonal ingredients. This strategy enhances food freshness, improves quality and reduces transportation-related emissions by sourcing products more efficiently. Through these efforts, Big C reinforces its commitment to sustainability while maintaining high-quality food offerings for its customers.

2. Value Added Menu

As part of its ongoing commitment to reducing food waste and maximizing the use of fresh ingredients, Big C has adopted a value-added approach that repurposes surplus food into high-quality, ready-to-eat meals and newly crafted menu items. By transforming unsold ingredients, Big C ensures efficient food utilization, minimizing waste while upholding the highest standards of safety, quality and nutrition.



This initiative not only offers customers a broader range of affordable and convenient meal options but also strengthens Big C's dedication to sustainability. By extending the lifecycle of fresh ingredients, the company actively reduces its environmental impact and fosters responsible food consumption.

3. Yellow Label

Big C introduced the 'Yellow Label' initiative to help reduce food waste while making quality food more accessible. Under this program, ready-to-eat meals that remain unsold after a certain time of the day are offered at a discounted price.

This initiative not only helps prevent food waste but also allows more people in the community to enjoy safe, high-quality meals at a more affordable cost. By ensuring that good food doesn't go to waste, Big C reinforces its commitment to sustainability while providing greater value to its customers.



4. Thai SOS (Scholars of Sustenance Foundation)

Founded to combat food waste and hunger in Thailand, the Scholars of Sustenance (SOS Thailand) Foundation has remained at the forefront of efforts to minimize food waste in the country. Big C continues to support the foundation, making it one of the company's flagship programs for managing food loss and waste. By committing to donate surplus food and related products, Big C ensures that these resources reach communities in need, including schools, hospitals and other public organizations nationwide.

In 2024, Big C donated a total of 162,707 meals, or 38,739.66 kg of surplus food, from 19 Big C stores. This initiative not only provides critical support to vulnerable populations but also contributed to diverting 98,011 kg of CO2 emissions from landfills, reinforcing BJC's commitment to sustainability and responsible resource management.

5. Feed Animals

BJF, a producer of potato snacks, has taken a sustainable approach by redirecting leftover potato by-products from its production process to local farmers, where they are used as animal feed.

In 2024, BJF managed the repurposing of 458.53 Tons of surplus potatoes, which were provided to farmers to support their livestock. This effort not only helps reduce food waste but also strengthens local agriculture, reinforcing BJF's commitment to sustainability and responsible resource management.

6. Industrial use: Repurposing Used Cooking Oil for Sustainable Aviation Fuel

As part of its commitment to sustainability, Big C partners with Bangchak to repurpose 44,081 kg of used cooking oil in 2024, from its stores into Sustainable Aviation Fuel (SAF). This initiative helps reduce waste while contributing to the development of cleaner energy sources.

By transforming waste oil into renewable fuel, Big C supports a circular economy, reduces environmental impact and promotes responsible resource management in the food industry.

7. Food Waste Transformation Initiative

At BJC Big C's head office, the on-site employee canteen serves high-quality, nutritious meals in a convenient setting for all employees. To promote sustainability, staff are encouraged to follow the "buy what you eat" approach, helping to minimize food waste.

When food waste does occur, it is processed using two on-site food waste management machines at the canteen, which convert organic material into nutrient-rich soil enhancers. In 2024, these machines have the capacity to process 517.32 kg of food waste, transforming it into valuable soil amendments. These byproducts are then used to nourish the on-site gardens and surrounding green spaces, reinforcing BJC Big C's commitment to a sustainable and waste-conscious workplace.

8. Rooftop Organic Farm

Launched in 2022, the BJC 'Rooftop Organic Farm' is a collaborative initiative with Bangkok Rooftop Farming, a leading local agriculture business renowned for its expertise in transforming food loss and waste into valuable soil supplements. This partnership enables BJC Big C to leverage Bangkok Rooftop Farming's knowledge in managing on-site rooftop organic farming at the company's headquarters.



The farm covers an area of 200 square meters and features 24 vegetable patches. In 2024, the farm utilized a total of 603.82 kg of food waste generated from the on-site canteen and the farm itself. Managed by 84 employees, who work in two groups, the farm has successfully grown organic vegetables 82.95 kilograms, which are then sold at affordable prices to BJC employees. This initiative promotes sustainability, supports healthy eating within the company and contributes to reducing food waste.

Water and Effluent Management

Indicator (Million Cubic Meter)	2024 Performance
Water Consumption	2.75
Water Withdrawal	10.21
Water Discharge	7.46

**For performance against target, see Sustainability Performance Report 2024.*
***Base year 2021*

Water is an essential resource that sustains life and ecosystems, playing a key role in human health, food security and economic development. Within BJC's supply chain, water is a critical component, supporting production processes, ensuring product quality and enhancing operational efficiency. BJC withdraws water from various sources, including municipal supplies and natural water bodies, depending on location-specific availability and operational needs. Water is used in manufacturing, cooling systems, sanitation and other essential processes, with efforts in place to optimize consumption and reduce wastage. Additionally, BJC is committed to responsible water management by monitoring water withdrawal, consumption and discharge, ensuring compliance with environmental regulations and mitigating potential water-related risks. The company also implements wastewater treatment and reuse initiatives to minimize environmental impact and contribute to water conservation efforts.

Packaging Supply Chain

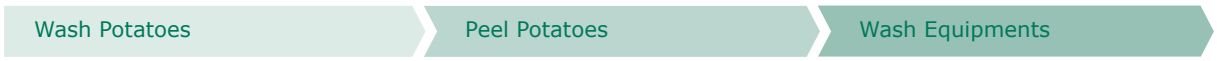
Thai Malaya Glass/Thai Glass Industries & Thai Beverage Can



Location: Sara Buri & Bang Plee District, Industrial Estate

Consumer Supply Chain

Berli Jucker Foods



Location: Samut Prakan

Berli Jucker Cellox



Location: Prachin Buri, Samut Prakan

Recognizing its importance, BJC has conducted a comprehensive review and analysis of its operational processes to address water quality, consumption and sustainability. The organization continuously monitors water usage and transparently discloses its water management performance, including potential impacts, in alignment with international standards such as ISO 14001 and the water footprint framework. This approach includes preparing detailed inventories of water usage and wastewater generation, analyzing water balance and identifying water-intensive activities across its supply chain.

Target and 2024 Performance

Target (Million Cubic Meter)	2024 Performance
15% reduction in water consumption by 2032	2.75

**For performance against target, see Sustainability Performance Report 2024.*
***Base year 2021*

As part of its commitment to sustainable development, BJC integrates its long-term corporate-wide **1+5 strategy**, which prioritizes reducing water consumption as one of its five core objectives. BJC establishes action plans to reduce water consumption in both the short and long term, ensuring a proactive approach to water resource management.

To achieve its goals, BJC has implemented measures to optimize water and wastewater management efficiency. Key initiatives include recycling wastewater from treatment systems, increasing water circulation cycles in cooling systems and integrating innovative practices to improve water efficiency. These efforts maximize water use, reduce waste and foster collaboration with suppliers and partners to promote water sustainability throughout the value chain.

Water Risk Assessment Approach

To comprehensively address water-related risks, BJC incorporates water considerations such as water stress and flood-prone areas into its corporate strategy. The company actively actively identifies, assesses, develops and implements measures to manage water-related risks and opportunities across its value chain. These initiatives enable BJC to responsibly manage water resources, mitigate the impacts of water scarcity and support surrounding communities.

BJC is committed to nurturing sustainable living and building a resilient, thriving future where no one is left behind in addressing water stress. To strengthen this commitment, the company has expanded its scope to include critical tier-1 suppliers located in high-water-risk areas. To support this initiative, BJC has established an internal water risk management system.

BJC's water risk assessment approach includes the following key steps:

1. **Assess, Interpret and Prioritize:** Identifying and evaluating water-related risks based on their significance.
2. **Measure and Set Action:** Developing actionable measures to address identified risks effectively.

To further enhance its risk management approach, BJC tracks and maps its supply chain's water risk exposure using a comprehensive water tool, the Aqueduct Water Risk Atlas Tool, which considers local physical water risks. This tool enables BJC to assess water stress levels at various locations, providing a granular view of water-related challenges at the supplier level. This allows for targeted interventions and risk mitigation strategies tailored to specific areas.

BJC complements this analysis with annual audits for its own operations and critical tier-1 suppliers, ensuring a comprehensive and evidence-based strategy for water stewardship. These audits assess water consumption patterns, wastewater treatment practices, regulatory compliance and suppliers' adoption of water conservation initiatives. Big C conducted a water stress assessment for its Hypermarket, Foodplace, and Big Market branches using the Aqueduct Water Risk Atlas tool, which considers local physical water risks such as water scarcity and drought.

Beyond supplier engagement, BJC actively collaborates with local communities, industry stakeholders and regulatory bodies to promote sustainable water management practices. By leveraging data-driven insights from Aqueduct Water Risk Atlas, supply chain mapping and field-level assessments, BJC ensures resilience against water-related risks, safeguards business continuity and supports long-term water sustainability efforts

Assessment

Internal water risk and opportunity assessments are conducted through two key approaches. For production- and manufacturing-oriented operations, such as TGI, TMG, TBC and RIL, water-related risk assessments follow applicable national and international laws, regulations and standards, including ISO 14001:2015. Meanwhile, water-related risk assessments for office-oriented operations are conducted by the Administration Division in accordance with internal standards developed based on ISO 14001 criteria.

Water Efficiency Management Programs

Water Use Assessment

The global water crisis has led to reduced water availability, limited access to clean water and widespread water pollution in many countries. Both public and government sectors worldwide are adapting and implementing water management strategies to address these challenges. Effective water management is essential for organizations to sustain their operations and remain resilient amid the crisis.

To tackle these issues, water efficiency management must be systematic and consistently applied across BJC's business operations. A structured approach facilitates better analysis, planning and resolution of water resource challenges. This aligns with BJC and its business units' long-term target of reducing water consumption by 15% per revenue by 2032.

A key component of this strategy is water use assessments, which involve reviewing and analyzing water consumption across operations. These assessments help identify activities

and functions with significant water use, determine processes and services that impact water quality and monitor water usage. By collecting data, monitoring key indicators and continuously reviewing performance, companies can enhance water efficiency and optimize resource utilization.

For more information, visit the BJC sustainability website under Water Management Section

BJC Sustainability Website

Actions to Reduce Water Consumption

BJF utilizes treated wastewater from its wastewater treatment system and enhances its quality through an Ultra Filtration System, an advanced filtration process that effectively removes impurities and suspended particles. The filtered water then undergoes a disinfection process to ensure it meets safety and quality standards before being reused in the potato chip production process. This initiative is part of the company's commitment to efficient water resource management. by implementing this water recycling system, BJF successfully reduces its reliance on municipal water by 5,100 cubic meters per year, lowering operational water costs while mitigating environmental impacts associated with high water consumption in industrial processes.

Actions to Improve Wastewater Quality

TGI, CPC and BJF prioritize effective wastewater management within their facilities by utilizing an Aerobic Treatment System to treat wastewater before discharge. To ensure that the treated water meets industrial standards for both chemical and physical parameters, the companies conduct regular monitoring and inspections of the wastewater treatment system's performance. Additionally, continuous assessments of treated water quality are carried out to verify compliance with regulatory requirements.

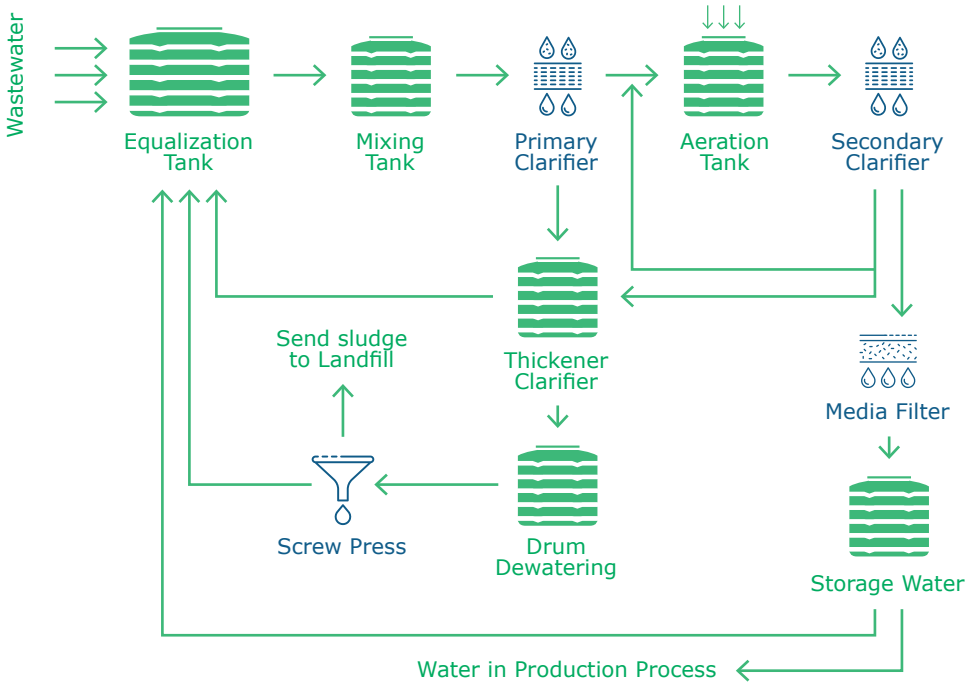
To further enhance efficiency and reliability, preventive and corrective maintenance programs are implemented, including routine system checks, equipment servicing and timely repairs to optimize treatment capacity.

Importantly, the quality of effluent discharge from these operations is strictly aligned with the Quality Standards for Effluent Discharge in Thailand, as regulated by the Pollution Control Department (PCD), to protect public health and the surrounding ecosystems. The water discharge must not exceed the permissible limits for heavy metals such as Hg (Mercury), Pb (Lead) and Cr (Chromium).

These standards are in place to minimize the impact of wastewater on the environment and ensure that effluent discharges do not harm the ecosystem.

Big C manages water efficiently and monitors wastewater to meet legal standards. In 2024, 18.36% of branches recorded wastewater parameters exceeding legal limits. Corrective actions were promptly taken to address the non-compliance.

BJC Sustainability Website



Targets To Reduce Water Use

BJC has established comprehensive water reduction targets as part of its sustainability initiatives. By 2032, BJC aims to reduce water consumption per revenue by 15% across business operations compared to the 2021 baseline. To achieve these targets, BJC has implemented various water management strategies, such as applying water flow analysis to identify hotspots and assess current water usage across all operational areas, introducing water recycling measures in the production process and considering effluent quality improvements. These efforts ensure that BJC's water-related targets not only contribute to sustainable water management but also align with public policy and respect the local context, particularly in areas facing water stress.

Application of Water Recycling:

CPC has implemented measures to reduce fresh water usage within its production processes by focusing on improving water efficiency and maximizing water reuse. This is achieved through the optimization of the cooling water and shower systems, as well as the installation of new equipment to minimize water loss. Key initiatives include:

- **Installing new water storage tanks** to enhance the efficiency of water storage and distribution.
- **Installing measuring instruments and control valves** to effectively manage water usage.
- **Upgrading control logic in the Distributed Control System (DCS)** to improve accuracy in water management.
- **Improving the quality of recycled water** to increase its potential for reuse in the production process.
- **Installing a water gate to collect rainwater** for use within the factory, reducing dependence on fresh water.

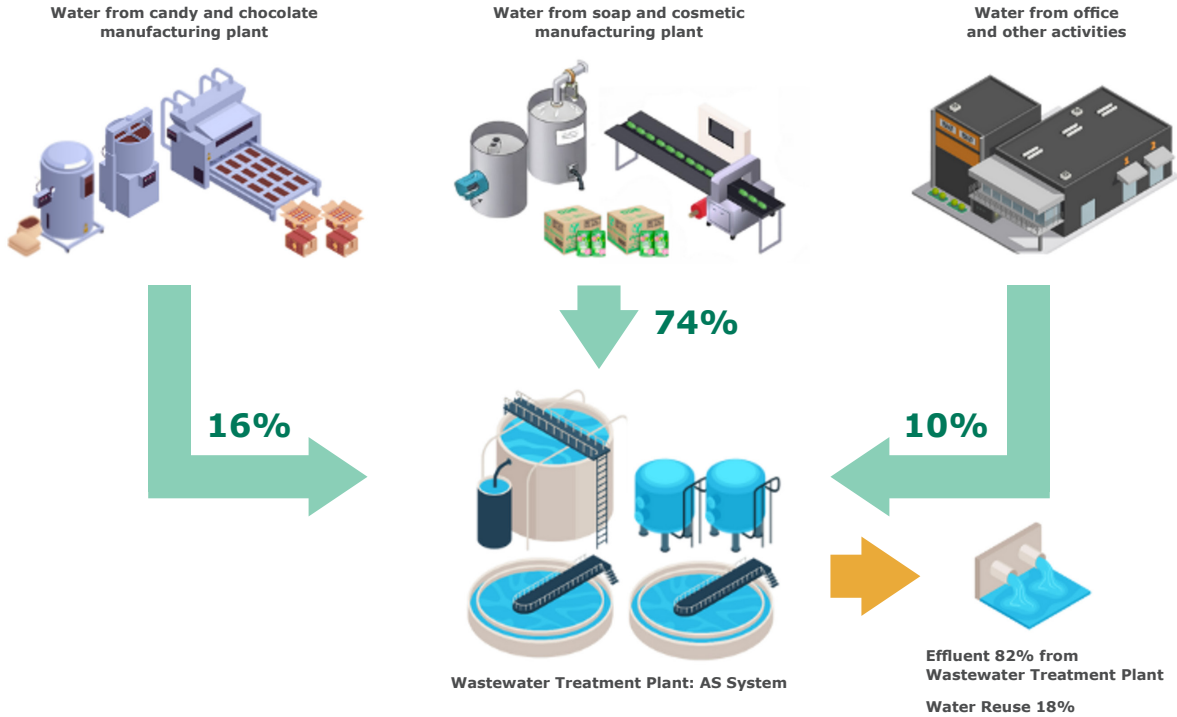
As a result of these efforts, CPC has successfully reduced fresh water usage by 46,873.09 cubic meters and lowered the fresh water usage per ton of production by 2.45 cubic meters per ton, contributing to the reduction of environmental impact and promoting sustainable water resource management.

BJF has implemented an effective water recycling process by treating wastewater through the Aerobic Treatment System, followed by filtration using the Ultra Filtration System and disinfection. This ensures the water is of suitable quality for reuse in production processes. In 2024, the water recycling initiative helps reduce fresh water consumption within the factory by 3,780 cubic meters. This process not only conserves water but also promotes sustainable water resource management, reduces reliance on municipal water and supports environmentally friendly operations within the factory.

Awareness Training Provided to Employees on Water Efficiency Management Programs

RIL has developed a Water Balance for the factory by conducting Water Balance training for the Production Team to ensure they understand how to create a Water Balance for each department. The training was attended by 93%, including managers and supervisors from the Production department, to serve as a guideline for developing action plans related to efficiency management programs.

In 2024, RIL implemented a project to improve the cleaning cooking process Confectionery Plant, resulting in a reduction of approximately 10,400 liters of water per year.



Biodiversity

Significance and Exposure

Human beings and all living organisms depend on the balance of ecosystems for their survival. Biodiversity and natural habitats are essential components that signify the richness of ecosystems and play a critical role in sustaining all life on earth. Disruptions to this balance can lead to significant consequences, including economic challenges, public health issues and impacts on the overall well-being of communities and species alike.

BJC firmly recognizes that an unstable ecosystem can adversely affect business operations, resulting in reduced agricultural outputs, shortages of high-quality raw materials and disruptions within the supply chain. As part of our commitment to nurturing sustainable living for all, we strive to create a future where every community thrives, leaving no one behind.

Management Approach

BJC places a strong emphasis on environmental stewardship and responsible practices throughout its value chain. This commitment is embodied in the implementation of comprehensive corporate policies, including the **Environmental Policy and the Biodiversity and Deforestation Policy**, along with robust measures such as Biodiversity Risk Assessments conducted across operational areas. These assessments facilitate the effective identification and management of risks, ensuring that BJC's operations remain sustainable and aligned with its organizational objectives.

The Biodiversity and Deforestation Policy, overseen by the Sustainable Development Committee (SDC), strengthens BJC's biodiversity commitments by embedding biodiversity considerations into all aspects of operations under BJC's management. The policy is regularly reviewed and updated to align with evolving ecological priorities, driving targeted initiatives aimed at achieving a net positive biodiversity impact while minimizing negative consequences. Integrated into multi-disciplinary company-wide risk management processes, this policy ensures that biodiversity concerns are effectively managed at all levels, underscoring BJC Group's unwavering dedication to integrating biodiversity considerations into all operations and decision-making processes.

This policy underscores BJC Group's unwavering dedication to integrating biodiversity considerations into all operations and decision-making processes.

To further reinforce this commitment, BJC has developed a Biodiversity Roadmap, which outlines the company's approach to managing biodiversity across the value chain. BJC has also established a **Standard Operating Procedure (SOP) for Biodiversity Management**, providing clear guidelines to mitigate biodiversity risks across its operations and supply chain. The SOP includes periodic site assessments to evaluate exposure to critical biodiversity, ensuring proactive and informed management practices.

Additionally, BJC fosters collaboration between the business sector and other stakeholders to protect and restore biodiversity in terrestrial and aquatic ecosystems. By taking proactive measures, we aim to build a sustainable future where ecosystems flourish, communities prosper and no one is left behind.

Biodiversity and Deforestation Commitment

1. Commitment – BJC is committed to achieving No Net Loss (NNL) and striving for a Net Positive Impact (NPI) on biodiversity while eliminating deforestation across its value chain.
2. Site Selection and Operations – BJC refrains from establishing operations in protected areas, World Heritage sites and conservation zones. It also discourages business partners and suppliers from operating in these sensitive areas.
3. Impact Assessment – Regular biodiversity risk assessments are conducted for operational sites and surrounding areas. Business partners and suppliers are encouraged to conduct similar assessments across the supply chain.
4. Impact Mitigation – BJC applies the Mitigation Hierarchy approach to manage risks and mitigate negative impacts on biodiversity and forests.

    Avoid – avoid or prevent biodiversity loss by avoiding harmful activities.
    Reduce – reduce BJC's footprint through efficiency and innovation.
    Regenerate – Enhance biodiversity and ecosystem productivity within BJC's areas of operation.
    Restore – actively restore degraded ecosystems affected by business activities.
    Transform – Shift industry norms and business strategies toward nature-positive outcomes.

BJC is committed to protecting biodiversity through a proactive approach that includes five key strategies: Avoid, Reduce, Regenerate, Restore and Transform. These actions are designed to minimize our impact on ecosystems and preserve natural habitats

Avoid

- Avoid sourcing materials from areas with high biodiversity value or from suppliers that contribute to deforestation or habitat destruction.
- Implementing policies to ensure no operations are conducted in areas critical to endangered species' survival or biodiversity hotspots.

Reduce

- Implementing water and energy-saving measures to reduce resource use and limit environmental degradation.
- Reducing waste through recycling and efficient waste management systems to minimize harmful effects on local ecosystems.

Regenerate

- Engaging in reforestation or afforestation projects to restore damaged ecosystems and promote biodiversity.
- Supporting the regeneration of soil health through sustainable farming or agricultural practices within the company's supply chain.

Restore

- Undertaking active restoration of degraded lands around company operations or supply chains by planting native species and controlling invasive species.
- Supporting wetland restoration projects to improve water quality and create habitats for wildlife.

Transform

- Transitioning to a circular economy model, ensuring that products and materials are reused or recycled in ways that promote biodiversity.

5. Restoration and Conservation – BJC actively supports forest restoration, reforestation and ecosystem enhancement to contribute to No Net Deforestation and achieve a Net Positive Impact on biodiversity.

Biodiversity and Deforestation Target

To reinforce its commitment to biodiversity and deforestation management, BJC has set clear targets. In 2024, these targets were reviewed and approved with greater ambition to strengthen this commitment and ensure alignment with BJC's Net Zero goals.

1. Biodiversity Assessment 100% by 2025
2. No net loss of biodiversity by 2030 and determined to prevent and minimize the impact of our activities
3. Net Positive Impact (NPI) by 2030
4. No Gross Deforestation by 2030

Biodiversity Exposure & Assessment

In 2024, BJC Group remains committed to minimizing biodiversity impacts across its value chain. To achieve this, the company conducts comprehensive biodiversity risk and opportunity assessments at all operational sites. These assessments follow the Business & Biodiversity Check Criteria established by Thailand's **Biodiversity-Based Economy Development Office (BEDO)**. By evaluating BJC's operations and those of its critical suppliers against nine critical criteria, the company identifies risks and analyzes geographical and environmental factors. This systematic approach ensures a thorough assessment of potential biodiversity impacts, allowing BJC to develop targeted initiatives that support its long-term sustainability commitments.

Business & Biodiversity Check Criteria

1. Strategy/Organizational Management
2. Relevant Stakeholders
3. Land, Building and Locations
4. Procurement Practices
5. Product Development and Production
6. Transportation and Warehousing
7. Product and Services
8. Sales and Marketing
9. Human Resources

Following the 2024 annual biodiversity assessment, BJC continues to uphold transparency by publicly sharing its guidelines, processes and findings through the **Biodiversity Management Report. For more details, please visit our website.** The latest assessment confirmed that neither BJC's operational sites nor those of its key suppliers are located in or near protected biodiversity areas. Furthermore, no activities have been identified as causing direct or indirect negative impacts on biodiversity.

To foster a biodiversity-conscious culture throughout its supply chain, BJC implements two key initiatives:

1. **Surveillance**
   All business units and critical suppliers are required to monitor and ensure that ongoing operational activities remain efficient and effective in minimizing their impact on biodiversity. Additionally, they must stay informed about current national and global biodiversity issues and promptly adapt business operations as necessary.
2. **Rehabilitation**
   In addition to avoiding negative biodiversity impacts, BJC encourages all business units and their critical suppliers to actively conserve and enhance biodiversity in areas surrounding their operations. These efforts are expected to be implemented consistently throughout the year.

Biodiversity Target and 2024 Performance

Target	2024 Performance
Biodiversity Assessment 100% of Own Operations by 2025	100%

2024 Biodiversity Initiatives

In 2024, business units under BJC collaborated with its suppliers to implement biodiversity rehabilitation aimed at restoring critical ecosystems and enhancing local biodiversity. The key biodiversity rehabilitation activities in 2024 include:

1. Restoring native habitats to support endangered species in the surrounding areas.
BJC Big C Group led an impactful environmental initiative dedicated to preserving biodiversity through beach cleanup and the restoration of marine wildlife. The event took place at the Sea Turtle Conservation Center of the Royal Thai Navy in Sattahip District, Chonburi Province. A total of 134 volunteers, including employees and their families, participated in the release of sea turtles into their natural habitat, while also engaging in an educational session focused on the vital role of marine species in maintaining biodiversity. The volunteers also collected 17 kilograms of waste from Tawanron Beach, actively contributing to the protection of this valuable coastal ecosystem. This initiative highlights the importance of protecting biodiversity, particularly in marine environments, by combining hands-on action with education. It reflects the collective effort to safeguard fragile ecosystems and raise awareness about the need to preserve both rare and common marine species for future generations. Through these efforts, BJC Big C Group emphasizes its commitment to nurturing a healthier, more diverse natural world.

2. Reforestation initiatives to increase carbon sequestration and soil health.
Berli Jucker Foods has partnered with the Chiang Mai Potato Farmer Cooperative Limited, along with the village headmen and community leaders of San Sai District, Chiang Mai, to launch an environmental initiative aimed at promoting biodiversity and enhancing ecosystem health. This project focuses on restoring degraded forest areas to boost biodiversity, expand watershed forest coverage and support local communities by ensuring a stable water source for agriculture. Over 2,000 trees were planted, representing 13 diverse species, including Siamese Rosewood, Indian Gooseberry, Burma Padauk, Large-Leaf Mahogany, Agarwood, Red Sanders, Bamboo (Phai Sang Nuan), White Cheesewood, Rosewood, Cassia, Burmese Blackwood, Teak and Tamarind. These tree species are crucial for supporting a variety of wildlife and improving ecosystem resilience. The newly restored forest will help sustain approximately 1,500 rai of farmland cultivated by potato farmers in the company's contract farming program, fostering both biodiversity and long-term agricultural sustainability. Through this initiative, Berli Jucker Foods underscores its commitment to promoting biodiversity and maintaining healthy, thriving ecosystems for the benefit of both nature and local communities.

Rubia Industries has successfully launched the second year of its "Rubia Planting with Environmental Care" project, aimed at protecting coastal ecosystems and preserving biodiversity. A dedicated group of 80 executives and employees participated in the initiative to safeguard the coastline and marine environment. As part of the effort, the team planted 2,000 mangrove saplings at Bangpu Nature Education Center, contributing to the restoration of vital coastal habitats. Mangrove forests play a crucial role in maintaining biodiversity by providing a safe haven for various marine species and acting as natural barriers to coastal erosion. This project underscores Rubia Industry's commitment to protecting the delicate balance of coastal ecosystems while enhancing biodiversity for future generations.

Berli Jucker Cellox (CPC) Partners with Local Communities for Tree Planting Initiative, led by the Factory Director of Bang Phli, along with executives and dedicated employee volunteers, CPC organized a collaborative tree planting event with the Bang Chalong Community and five local legal entities, including the National Housing Authority. The initiative is the planting of 140 trees, including neem, jackfruit, sesbania, mango, lime and tamarind trees. These species were carefully selected based on the community's needs and preferences. The trees provide multiple benefits, including fruit-bearing potential for the community, while also contributing to the expansion of green spaces and improving the overall environment. By fostering local participation and care, this initiative not only enhances biodiversity but also strengthens the community's commitment to maintaining a sustainable and healthier environment for future generations.

As part of BJC's long-term 1+5 strategy, which targets the planting of 150,000 trees, the company has planted 13,026 trees by 2024. This initiative not only contributes to reforestation efforts but also plays a critical role in enhancing biodiversity by restoring natural habitats, improving air quality and supporting a healthy ecosystem. By continuing this effort, BJC aims to foster environmental sustainability and promote biodiversity conservation for the future.

3. Reducing invasive species and promoting the growth of native flora to maintain ecosystem balance. BJF has expanded its domestic potato cultivation efforts, increasing local production to reduce the need for imported potatoes. This initiative not only supports local agriculture but also contributes to reducing the environmental impact associated with potato imports. In cases where imported potatoes do not meet quality standards or contain parts that must be discarded, the company ensures proper disposal through incineration, preventing waste and avoiding any potential risks to the local ecosystem. By managing potato resources responsibly, BJF helps safeguard biodiversity and minimize disruptions to the surrounding environment, reflecting a commitment to sustainable agricultural practices.

Packaging & Circularity

Significance and Exposure

Packaging plays a pivotal role in the circular economy, ensuring the protection, safety and quality of products while minimizing environmental impact. In a world increasingly driven by sustainability, regulatory developments and shifting consumer expectations, the role of packaging manufacturers in embracing circularity has never been more crucial. As a key industry player, Berli Jucker Public Company Limited (BJC) recognizes the importance of aligning its packaging strategies with global sustainability goals. However, as a retail company, BJC's activities contribute to packaging waste, which can have negative environmental impacts. This includes the use of non-recyclable materials, excessive plastic packaging and the environmental footprint associated with the production and disposal of packaging materials. Additionally, BJC's business relationships with suppliers and distributors can amplify these impacts, particularly when sustainability practices are not aligned across the value chain. To address these issues, BJC is actively engaging with stakeholders to mitigate packaging waste and transition towards more sustainable materials, in line with evolving market demands and regulatory requirements.

One of the most significant emerging trends in packaging sustainability is Extended Producer Responsibility (EPR). EPR is a policy approach that holds producers accountable for the entire lifecycle of their packaging materials, from design to post-consumer waste management. In Thailand, EPR is gaining traction as policymakers seek to enhance national waste management systems and encourage producers to take responsibility for waste collection, recycling and proper disposal efforts. To prevent and mitigate potential negative environmental impacts, producers are being encouraged to design packaging with sustainability in mind, using recyclable or biodegradable materials and reducing overall packaging volume. In cases where negative impacts have already occurred, companies are required to engage in efforts such as supporting waste collection infrastructure, funding recycling initiatives and cooperating in the remediation of packaging waste in the environment. Compliance with EPR frameworks will soon become a key market differentiator, influencing the operational models of manufacturers and retailers alike, as they adopt strategies to reduce their environmental footprint and contribute to the circular economy.

For BJC, proactive preparation for EPR and circular economy principles is not just a regulatory necessity but a strategic imperative. By adapting early to these frameworks, BJC safeguards its market position, mitigates risks related to regulatory non-compliance and strengthens its commitment to environmental stewardship. Failure to prepare adequately for EPR could result in increased compliance costs, supply chain disruptions and a loss of competitiveness against more sustainability-driven competitors. To maintain industry leadership, BJC is integrating design-for-recyclability, material reduction and take-back schemes into its packaging strategies, ensuring that its products remain both functional and environmentally responsible.

Management Approach

BJC has embedded circularity into its packaging design, sourcing and waste management strategies to align with both global best practices and Thailand's evolving EPR policies. Through these actions, the company is actively managing both actual and potential positive impacts by reducing packaging waste, improving material recovery rates and contributing to a circular economy. BJC's efforts not only reduce its environmental footprint but also create opportunities for innovation in packaging, enhance resource efficiency and support the broader sustainability goals of both the company and the communities it serves. Through its 1+5 strategy, the company aims to reduce packaging volume by 15% per revenue by 2032 while increasing the recyclability and reusability of its packaging materials. This strategic direction, which focuses on packaging circularity, reflects BJC's commitment to resource efficiency, waste reduction and responsible production. As part of its sustainability policies, BJC is committed to designing packaging with a focus on reuse, recycling and the use of sustainable materials. The company's initiatives also include collaborating with stakeholders across the value chain to ensure that packaging solutions are aligned with global circular economy principles and regulatory frameworks, such as Thailand's evolving Extended Producer Responsibility (EPR) policies. These commitments are integrated into BJC's broader environmental goals, driving the transition to a more sustainable and circular business model.

To drive this transformation, BJC employs a **multi-pronged approach**:

1. **Sustainable Material Innovation** – Prioritizing recyclable and compostable materials across product lines to enhance circularity.
2. **Design for Recyclability** – Engineering packaging that minimizes mixed-material compositions and enhances ease of sorting and recycling.
3. **Industry Collaboration** – Partnering with governmental agencies, recyclers and industry coalitions such as the **Thailand Supply Chain Network (TSCN)** to advocate for circular economy solutions.
4. **Consumer Awareness & Take-Back Programs** – Implementing initiatives to educate consumers on proper disposal and increasing collection rates for used packaging.
5. **Operational Efficiency & Waste Reduction** – Optimizing packaging production processes to minimize waste generation and improve material efficiency.

BJC has also expanded its closed-loop recycling efforts to enhance resource efficiency across both glass and aluminum packaging operations. By collaborating with recycling partners and industry networks, the company ensures that glass bottles and aluminum cans remain in continuous circulation rather than becoming waste. Engagement with stakeholders, including recycling organizations, suppliers and consumers, has been instrumental in shaping the company's strategy for effective waste management. Feedback from these stakeholders has highlighted the need for more efficient recycling processes and greater consumer awareness. In response, the company has implemented targeted actions, such as improving collection systems and enhancing the design of packaging for recyclability. Ongoing dialogue with stakeholders has also provided valuable insights into the effectiveness of these actions, allowing the company to refine its approach and ensure that glass and aluminum packaging are successfully reintegrated into the circular economy. This initiative

strengthens the circular economy model, reduces the need for virgin raw materials and significantly lowers carbon emissions associated with packaging production. By investing in infrastructure that supports the collection, reprocessing and reintegration of used materials, BJC is reinforcing its role as a sustainability leader in the packaging industry. In addition to these efforts, the company has allocated significant resources to research and development (R&D) initiatives aimed at creating sustainable packaging solutions. These R&D investments focus on exploring alternative materials, such as biodegradable plastics, plant-based packaging and innovations in recyclable glass and aluminum. BJC is also researching ways to improve packaging design for enhanced recyclability, reduce the environmental footprint of packaging production and minimize the use of non-renewable resources. These ongoing R&D efforts are critical to identifying scalable and sustainable packaging alternatives that align with BJC's commitment to sustainability and contribute to the circular economy.

By embracing innovative packaging solutions, regulatory readiness and industry collaboration, BJC is reinforcing its position as a leader in sustainable packaging and circularity — driving forward the vision of nurturing sustainable living for all.

Sustainable Packaging Commitment

Berli Jucker Public Company Limited (BJC) has made a substantial commitment to tackling the global issue of waste, particularly packaging waste, through its manufacturing, marketing and selling activities. The company's vision revolves around nurturing sustainable living for all, aligning with the growing recognition that packaging plays a central role in a circular economy. By prioritizing environmentally conscious practices, BJC is dedicated to reducing the ecological impact of its products. The company ensures that packaging materials, whether plastic, wood/paper fiber, metal, glass, or aluminum not only serve their purpose of preserving the safety, quality and nutritional value of products but also contribute to circularity. This means designing packaging for reuse, recycling and eventual recovery, thus supporting a system where materials continuously flow back into the production cycle rather than contributing to waste accumulation.

As a leading manufacturer in the packaging industry, BJC is working to meet the evolving needs of its diverse customer base, all while pioneering innovations that foster a more sustainable world. By embedding circularity in packaging solutions, BJC is not just mitigating environmental impacts but also supporting a world where sustainable living is accessible to everyone.

Sustainable Packaging Management

BJC's long-term 1+5 strategy targets a 15% reduction in packaging volume per revenue by 2032, with 2021 as the baseline, reflecting the company's commitment to minimizing its environmental footprint and improving efficiency across the value chain. By embedding packaging waste reduction into its broader environmental goals, BJC ensures sustainability is central to its operations. In response to the global trend of Extended Producer Responsibility (EPR) for packaging waste, BJC is proactively aligning with these regulations, which require producers to manage the entire lifecycle of their packaging. In Thailand, where EPR policies

are gaining prominence, BJC supports national waste management efforts by ensuring its packaging materials are responsibly collected, recycled and disposed of, contributing to the country's strategy to reduce packaging waste and foster a circular economy.

As a co-founder of the Thailand Supply Chain Network (TSCN), BJC is helping to advance circular economy principles at a national level. This partnership underscores the company's commitment to a system in which resources are used efficiently, waste is minimized and materials are continuously recycled. Through TSCN, BJC fosters collaboration and innovation aimed at closing the loop of product lifecycles and reducing packaging waste.

Moreover, BJC is constantly exploring new sustainable packaging solutions that minimize waste and support the ongoing evolution toward circularity. This includes developing packaging that is designed for easy recycling or reuse, furthering the company's role as a leader in sustainable packaging management. By continuing to innovate and collaborate with stakeholders across the value chain, BJC actively engages with affected parties, such as suppliers, consumers and recycling organizations, to gather input on packaging design and waste management strategies. Stakeholder feedback is used to refine and improve BJC's sustainable packaging initiatives, ensuring that they address key concerns and are aligned with the needs of those impacted by the company's activities. This collaborative approach allows BJC to assess the effectiveness of its actions and make necessary adjustments, ensuring continuous progress toward circularity and waste reduction. BJC is contributing significantly to global efforts to reduce packaging waste and drive the transition to a circular economy.

Highlight Initiatives in 2024

1. Increase the Use of Reusable Packaging

BJC Glass has launched multiple initiatives aimed at increasing the use of reusable packaging. These include the repurposing of deteriorated paper trays, which successfully reduced 87.84 tons of paper waste. Additionally, the company piloted the reuse of paper trays for top frames, saving 24.22 tons of waste. They also purchased used trays from customers for reuse, achieving a reduction of 11.16 tons, although the project was closed early as customers opted not to sell back trays. These initiatives underscore BJC Glass's focus on maximizing the reuse of packaging materials.

2. Increase the Use of Recyclable Packaging

Rubia Industries (RIL) prioritizes sustainability by sourcing 100% recyclable plastic materials and aims to increase the use of recycled materials across its product lines. In collaboration with manufacturers, RIL has developed fully recyclable packaging solutions, including 100% recyclable tubes for products such as dmp Lotion and dmp Sunscreen. As part of its commitment to sustainability, RIL is also focused on increasing the percentage of reclaimed

materials used in packaging for various product categories. The company collects data on the percentage of reclaimed products and packaging materials used and this data is tracked and reported to measure the impact of these initiatives. This initiative significantly reduces plastic consumption, ensuring that both tubes and caps are entirely recyclable, amounting to 6.2 tons per year. Additionally, this approach decreases plastic usage by 15% and lowers greenhouse gas emissions by 1.6 tons of CO_2 equivalent. Additionally, RIL is actively pursuing programs aimed at expanding the use of recycled materials for packaging across its entire product portfolio, furthering its commitment to environmental responsibility.



BJC Glass has been dedicated to incorporating recyclable packaging materials across its operations. A key effort was the introduction of double-layer paper top frames for wide-mouth bottles, which saved 25.39 tons of packaging waste. The company also focused on eliminating new paper trays (SB4 & SB5), resulting in a savings of 26.32 tons of waste. These initiatives demonstrate their commitment to increasing the use of recyclable packaging, reducing the environmental footprint of their packaging processes.

3. Phase Out Single-Use Plastic Packaging

Rubia Industries (RIL) is actively working to reduce paper and plastic packaging through multiple initiatives. These include:

- Optimizing Paper Packaging: RIL has minimized paper usage by shortening soap wrappers, replacing bond paper with art paper and reducing the thickness of cardboard boxes from five layers to three for cosmetic products. Additionally, the company has optimized packaging design by shifting

the arrangement of product bags from a vertical to a horizontal layout, reducing overall packaging size. These measures collectively lower paper consumption by 27 tons per year, decrease greenhouse gas emissions and reduce costs.

- Reducing Single-Use Plastic: To minimize plastic waste, RIL has downsized refill bags for shower cream, effectively decreasing plastic usage and packaging waste. These efforts support a more sustainable approach by enhancing resource efficiency and minimizing environmental impact.

Enhancing Packaging Efficiency at Berli Jucker Food (BJF): BJF has reduced the number of layers in its packaging film from five to four, significantly decreasing single-use plastic consumption by 2,033 tons per year. This initiative plays a crucial role in minimizing plastic waste and reducing environmental impact.

Sustainable Packaging Improvements at Berli Jucker Cellox (CPC): CPC has optimized material usage while maintaining product quality by reducing pulp consumption and adjusting carton sizes by approximately 0.6%–3.5%. These adjustments are part of CPC's ongoing efforts to meet its long-term sustainability targets. Additionally, the company has decreased packaging dimensions from 2,100 mm to 1,900 mm, contributing to waste reduction. While these measures represent significant progress, CPC is continuously working toward further minimizing packaging size and improving material efficiency to achieve its overall sustainability goals.

BJC Glass has made substantial progress in phasing out single-use plastic packaging. The company eliminated block pads from their packaging, saving 4.8 tons of waste. Additionally, they reduced the use of plastic by eliminating both block pads and plastic sheets, leading to savings of 4.69 tons of paper and 0.26 tons of plastic. Another significant step was the removal of plastic sheets from pallet covers, saving 0.27 tons of plastic waste. These programs reflect the company's ongoing effort to reduce reliance on single-use plastics and transition toward more sustainable alternatives.

4. Programs to Increase the Use of Recycled Material as Packaging Solutions

BJC Glass has focused on increasing the use of recycled materials in packaging solutions. By investing in machinery to create lighter glass packaging, they reduced the weight of their glass products by 572 grams, which improved material efficiency. This initiative not only makes use of recycled materials but also contributes to overall waste reduction by improving the efficiency of packaging.

5. Ensure that Recyclable Packaging is Actually Recycled

BJC Glass is committed to ensuring that recyclable packaging materials are properly recycled. Their various programs, such as the repurposing of paper trays and the reuse of packaging, are designed to minimize waste and ensure that packaging materials, such as paper and glass, are reused or recycled. While not directly controlling the recycling process, the company's efforts in creating a closed-loop system encourage recycling through their use of reusable and recyclable materials.

The Aluminum Loop project by Thai Beverage Can (TBC), which focuses on building a closed-loop recycling system, aligns with this program. It ensures that the recyclable aluminum cans are not only collected but are properly recycled, contributing to a more sustainable lifecycle for the packaging.

6. Allocation of R&D Resources to Sustainable Packaging and Alternative Solutions

BJC Glass has made significant investments in research and development (R&D) to advance sustainable packaging and alternative solutions. This includes the development of lighter glass packaging, reducing the weight of glass products by 572 grams, which improves material efficiency and sustainability. The company's R&D resources are continually allocated to exploring innovative packaging solutions that minimize waste and environmental impact while maximizing resource efficiency. This dedication to R&D reflects their long-term commitment to sustainable practices in packaging.

Thai Beverage Can (TBC) produces the project aimed at reducing the thickness of aluminum cans focuses on reducing the thickness of aluminum cans and improving their sustainability and involves significant research and development (R&D) efforts. This aligns with the program of investing in sustainable packaging solutions and alternative approaches to packaging materials.



Responsible Supply Chain Management

Significance and Exposure

BJC operates a diverse portfolio of businesses spanning upstream, midstream and downstream sectors. These operations necessitate collaboration with an extensive network of suppliers and business partners across the supply chain. Any challenges or disruptions involving these partners — such as their inability to deliver goods and services as required or their cessation of operations — could pose significant risks to BJC. Potential impacts include disruptions in production or distribution, a decline in product quality and an impaired ability to meet consumer demands.

Furthermore, improper or unethical practices by suppliers or partners — such as inadequate corporate governance, environmental irresponsibility, or disregard for social obligations — could harm BJC's reputation and undermine customer confidence and satisfaction.

Recognizing these risks, BJC places utmost importance on responsible supply chain management as a critical component of its operations. This strategic focus is designed to mitigate disruptions, enhance operational efficiency and transparency, protect the company's reputation and foster mutually beneficial relationships with its partners. Through these efforts, BJC reaffirms its commitment to building a sustainable future in which communities thrive and no one is left behind.

To address these challenges and opportunities, BJC has developed robust strategies for responsible supply chain management, including:

- **Diversifying supplier sources** to reduce dependency on single suppliers.
- **Leveraging advanced technologies** to enhance verification processes and operational transparency.
- **Promoting partnerships, particularly with SMEs,** through capacity-building initiatives and shared value creation.
- **Encouraging suppliers** to uphold principles of human rights, reduce environmental impact and adopt effective management practices.

In alignment with its Supplier Code of Conduct, BJC implements a rigorous supplier selection process, systematically assesses supplier risks and performance and actively supports s uppliers in adopting sustainable and responsible practices in governance, environment and society.

Management Approach

BJC is firmly committed to managing its supply chain with the highest standards of efficiency and responsibility to support its long-term sustainable growth objectives. To this end,

Environmental, Social and Governance (ESG) principles are fully integrated into BJC's supply chain management framework. The Board of Directors (BOD) provides governance oversight, with the Sustainable Development Committee (SDC) supervising implementation. Operational execution is carried out by Senior Executives and the Sustainable Development Working Team across all business units.

Key initiatives under BJC's supply chain management framework include:

- **Establishing procurement practices** aligned with the Supplier Code of Conduct.
- **Embedding ESG criteria** as a fundamental element in supplier selection and evaluation processes.
- **Delivering training programs** on sustainable supply chain management for employees and relevant stakeholders.

BJC continuously adopts global best practices to improve its supply chain management systems. These efforts ensure alignment with international sustainability standards, strengthen operational excellence and cultivate long-term partnerships that generate shared value for all stakeholders.

Supplier Code of Conduct

BJC has established the Supplier Code of Conduct to align its suppliers' business practices with BJC's management guidelines. All suppliers and relevant employees have been duly informed, acknowledged and trained on the Supplier Code of Conduct to ensure comprehensive understanding and adherence. Additionally, Supplier Code of Conduct is periodically reviewed and updated to reflect evolving circumstances and requirements.

In 2024, the Supplier Code of Conduct was revised to strengthen its coverage of key areas, including human rights and labor practices, environmental responsibility, business ethics and supplier compliance assessment, ensuring alignment with current global standards and best practices.

Supplier Code of Conduct	Performance (%)
Inform	100
Acknowledge	81.72
Training	81.72

Supplier Management and 2024 Performance

Supplier ESG Program

Integration of ESG, Factors in Supply Chain Management

- **Governance:** The Board of Directors provides oversight, while Executive Management ensures the execution of ESG initiatives within the supply chain.
- **Purchasing Practices:** Our procurement processes are aligned with ESG requirements, prioritizing suppliers who demonstrate strong environmental, social and governance performance.
- **Supplier Requirements:** All suppliers must meet minimum ESG standards, with a preference for those exceeding expectations in sustainable practices.
- **Training:** We provide comprehensive ESG training for buyers and relevant stakeholders to enhance awareness and effective integration of ESG principles in supply chain operations.
- **Continuous Improvement:** Our program is dynamic, adapting to emerging ESG best practices and evolving sustainability standards.

Supplier Screening and Identification

- **Comprehensive Screening:** Potential suppliers undergo detailed ESG screening to evaluate their commitment to sustainability. Critical suppliers, including Tier 1 (direct) and non-Tier 1 (indirect), are identified based on strategic importance, considering factors like total spending, dependency and substitutability.
- **Risk Assessment:** We analyze supplier risks across three dimensions:
  - **Country-Specific Risks:** Assessing political, economic, regulatory and environmental factors.
  - **Sector-Specific Risks:** Identifying risks inherent to the supplier's industry.
  - **Commodity-Specific Risks:** Evaluating ESG risks tied to raw materials and products sourced.
- **Significant Supplier Identification:** Suppliers are prioritized based on:
  - **High ESG Risk:** Potential for significant negative environmental, social, or governance impacts.
  - **High Business Relevance:** Essential suppliers critical to operations due to high dependency or limited alternatives.
  - **Combined Risk and Relevance:** Suppliers demonstrating both high ESG risks and high business relevance are given enhanced oversight.
- **Tailored Engagement Plans:** Following screening and risk assessment, customized improvement strategies are developed for critical suppliers, focusing on training, assessments and collaboration to address key ESG gaps.

Supplier Assessment

BJC is committed to fostering a sustainable supply chain through a comprehensive supplier assessment and development framework:

- **Assessment:** We utilize a multifaceted approach that includes on-site assessments, desktop reviews and third-party audits, all guided by internationally recognized standards to ensure alignment with ESG principles.
- **Corrective Action:** Any misalignments with established standards are addressed through clear communication and collaborative improvement plans. We work closely with suppliers to ensure compliance and drive continuous improvement.
- **Non-Compliance:** Failure to meet sustainability or ESG standards may result in corrective actions and in cases of severe non-compliance, may lead to termination of the supplier relationship to maintain the integrity of the supply chain.

Supplier Development

BJC takes a proactive approach to supplier development, focusing on long-term relationships and capacity building:

- **Supplier Relationship Management:** We prioritize strong, collaborative partnerships with suppliers, fostering mutual growth and shared sustainability goals.
- **Capacity Building:** We invest in enhancing the capabilities of suppliers, particularly empowering local farmers through training, resources and knowledge-sharing to improve productivity and sustainability practices.
- **Sustainable Agricultural Practices:** We promote the adoption of sustainable agricultural practices, encouraging environmental stewardship, resource efficiency and biodiversity protection.
- **Animal Welfare:** We uphold high standards of animal welfare across our supply chain, working with suppliers to ensure ethical treatment of animals in compliance with industry best practices.

1. Supplier ESG Program

BJC is committed to embedding Environmental, Social and Governance (ESG) principles throughout its supply chain to generate positive impacts for stakeholders and the environment. The Supplier ESG Program demonstrates this commitment by fostering sustainable practices and ensuring responsible sourcing.

Program Governance

- **Oversight:** The Board of Directors oversees the Supplier ESG Program, setting strategic direction, monitoring performance and ensuring alignment with BJC's sustainability objectives.
- **Implementation:** Executive Management and the Sustainable Development (SD) working team are responsible for implementing the program. Their duties include developing policies, monitoring supplier performance and driving continuous improvement initiatives.

Purchasing Practices

BJC regularly reviews and enhances its purchasing practices to ensure alignment with the Supplier Code of Conduct and ESG principles. Key practices include:

- **Conflict Resolution:** Addressing potential conflicts between purchasing decisions and ESG standards.
- **Supplier Assessment:** Conducting ongoing evaluations of ESG performance for existing and prospective suppliers to ensure consistency with sustainability objectives.
- **Promoting Sustainability:** Identifying and leveraging opportunities to encourage sustainable practices across the supply chain.

Supplier Requirements

- **Minimum ESG Standards:** BJC has established clear ESG standards that suppliers must meet. Non-compliance within a specified timeframe may result in exclusion from future business engagements.

- **ESG Performance in Supplier Selection:** BJC prioritizes suppliers with strong ESG performance in the selection process, integrating ESG criteria as a key factor in contract awards to ensure sustainable and responsible procurement practices.

Training and Capacity Building

To support the successful implementation of the Supplier ESG Program, BJC provides training for buyers and stakeholders. This includes:

- Understanding the significance of ESG in supply chain management.
- Familiarizing stakeholders with BJC's ESG expectations for suppliers.
- Developing methods for evaluating supplier ESG performance.
- Collaborating with suppliers to advance ESG initiatives effectively.

Continuous Improvement

The Supplier ESG Program is designed to adapt to evolving best practices and regulatory requirements. BJC is committed to:

- **Regular Reviews:** Periodically updating the Supplier Code of Conduct and ESG requirements to reflect industry advancements.
- **Monitoring Trends:** Staying informed on emerging ESG trends and integrating them into the program.
- **Stakeholder Engagement:** Actively seeking feedback and identifying areas for improvement to enhance the program's effectiveness.

BJC firmly believes that a robust Supplier ESG Program is fundamental to creating a sustainable and resilient supply chain. By working collaboratively with suppliers, BJC aims to drive meaningful change, generate long-term value and deliver positive outcomes for all stakeholders.

2. Supplier Screening and Identification

BJC employs a comprehensive approach to supplier identification and screening to ensure sustainability and effective risk management within its supply chain. The process begins by identifying potential suppliers through market research, industry networks and referrals.

Environmental	Social	Governance
• GHG Management • Energy Consumption • Water Consumption • Pollution Prevention and Waste Management • Resource efficiency • Biodiversity, no deforestation or land conservation	• Forced Labor • Child Labor • Working Condition (Working hours, physical/mental demands of the workplace, wage, benefits) • Occupational Health and Safety • Discrimination and harassment • Freedom and associations and collective bargaining	• Anti-corruption and conflict of interest • Anti-competitiveness

Prospective suppliers are subject to a rigorous screening process based on Environmental, Social and Governance (ESG) indicators. These indicators evaluate supplier performance

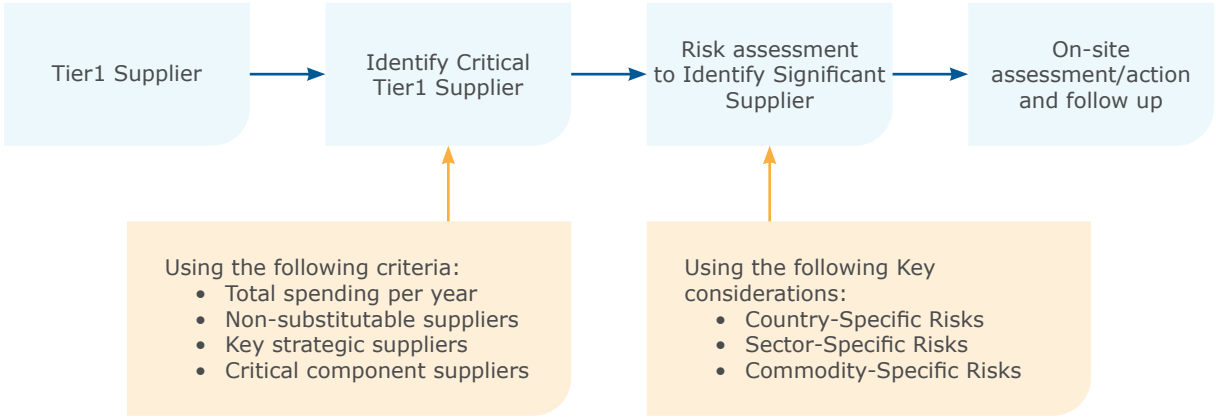
across critical areas such as resource management, labor practices, human rights and ethical business conduct.

Identification of Critical Suppliers

Critical suppliers are defined as those whose goods, services, or intellectual property are essential to BJC's operations, competitive advantage and long-term success. These suppliers are categorized into two groups:

- **Critical Tier 1 Suppliers:** Direct providers of essential goods and services.
- **Critical Non-Tier 1 Suppliers:** Indirect suppliers whose products or services are vital to BJC's operational continuity.

Critical Tier1 and Significant Supplier Identification and Assessment



BJC employs a tiered approach to supplier management, categorizing suppliers based on their total spending and strategic importance. This classification facilitates efficient allocation of resources and the development of tailored engagement strategies, fostering collaboration and mutual growth across the supply chain.

Following the initial screening, BJC conducts a comprehensive risk assessment that evaluates a wide range of factors, including country-specific, sector-specific and commodity-specific risks.

Risk Assessment Framework

BJC's risk assessment framework is designed to address potential factors that could affect the stability and efficiency of its supply chain operations. Key considerations include:

- **Country-Specific Risks:** Factors such as political instability, economic volatility, regulatory changes and natural disasters that could disrupt the supply of goods or services.
- **Sector-Specific Risks:** Industry-specific risks, including labor practices, environmental impact and adherence to regulatory compliance requirements.
- **Commodity-Specific Risks:** Risks related to specific raw materials or products, including supply chain disruptions, price volatility and quality concerns.

Classification of Significant Suppliers

Upon identifying critical suppliers and completing detailed risk assessments, BJC consolidates the data to classify suppliers as "significant" if they meet any of the following criteria:

- **High ESG Risk:** Suppliers identified as posing a significant risk of negative environmental, social, or governance impacts.
- **High Business Relevance:** Suppliers whose products or services are essential to BJC's operations and are characterized by high dependency or limited alternatives.
- **Combination of Both:** Suppliers exhibiting both high ESG risk and high business relevance.

This classification system enables BJC to focus engagement and risk mitigation efforts on significant suppliers. By prioritizing these relationships, BJC ensures that vulnerabilities are addressed effectively and sustainability performance is enhanced.

Significant suppliers: Suppliers that are identified as having significant risk of negative environmental, social or governance impacts or significant business relevance to the company or a combination of both.

Commitment to a Sustainable Supply Chain

BJC's supplier screening, risk assessment and classification processes are integral to maintaining a resilient, sustainable and ethical supply chain. By proactively identifying and prioritizing critical and significant suppliers based on ESG considerations and operational importance, BJC demonstrates its commitment to managing risks, promoting sustainability and fortifying its supply chain for long-term success.

Supplier Screening and Identification	2024
1.Total number of Tier-1 suppliers	3,056
1.1 Local Supplier	2,739
1.2 International Supplier	317
2. Total Critical Tier-1 Supplier	334

3. Supplier Assessment

BJC conducts comprehensive supplier assessments, supported by independent third-party audits, to enhance transparency, accountability and supply chain resilience. This robust approach allows BJC to proactively identify and mitigate potential risks, build stronger partnerships and ensure that its suppliers adhere to ethical and responsible business practices in alignment with BJC's Supplier Code of Conduct.

Assessment Methodology

BJC employs a multifaceted approach to evaluate and monitor supplier performance, incorporating the following key components:

1. On-Site Assessments
On-site evaluations are conducted by BJC's internal teams or independent third-party auditors, adhering to Amfori Business Social Compliance Initiative (BSCI) standards. These assessments provide a detailed review of suppliers' operations, ESG performance and risk management practices, tailored to the specific context of Thailand. They offer valuable insights into operational risks, vulnerabilities and improvement opportunities, ensuring alignment with Thailand's sustainability goals and regulatory requirements.

Adoption of Amfori Standards
BJC incorporates the Amfori Business Social Compliance Initiative (BSCI) standards to assess suppliers, focusing on areas such as human rights, workplace health and safety and environmental protection. Adherence to these rigorous standards reflects BJC's commitment to ethical sourcing, safeguarding worker welfare and promoting environmental sustainability across its supply chain.

2. Desktop Reviews
Desktop reviews leverage data from supplier self-assessments, publicly available information and industry benchmarks to provide a preliminary evaluation of a supplier's sustainability performance and risk profile. This method enables BJC to prioritize suppliers for more detailed on-site evaluations.

3. Third-Party Audits
Independent third-party audits offer an objective evaluation of suppliers' ESG performance and risk management practices. These audits enhance the transparency and credibility of the supplier assessment process, ensuring compliance with BJC's high standards.

By utilizing this integrated approach, BJC ensures systematic monitoring of supplier performance, enabling the early identification of risks and fostering opportunities for continuous improvement throughout the supply chain.

Supplier Corrective Action and Improvement Plans

Through on-site assessments of critical suppliers, BJC identifies suppliers classified as high or medium risk based on criteria set forth in the Supplier Code of Conduct. Any discrepancies or non-compliance identified during these evaluations are promptly communicated to the suppliers, accompanied by corrective action plans with agreed timelines.

BJC's internal teams collaborate closely with suppliers to implement these improvement plans, tracking and monitoring progress to ensure compliance.

Notably, in 2024, the Private Label group's food, non-food, home line and hardline units conducted 173 supplier audits, with all suppliers successfully meeting the required standards.

In cases where a supplier fails to meet BJC's standards despite remediation efforts, the business relationship may be terminated. This rigorous process is a cornerstone of BJC's supplier risk management strategy, safeguarding the resilience of its supply chain while ensuring legal, financial and customer health and safety requirements are consistently upheld. For more information about Supplier Assessments related to ESG impacts, please visit BJC Sustainabilty website.

4. Supplier Development

At BJC, we understand that building a robust and resilient supply chain goes beyond risk mitigation, it requires the continuous development of supplier capabilities and performance. As a cornerstone of our sustainability strategy, supplier development reflects our commitment to **nurturing sustainable living for all**, creating a future where every community thrives and no one is left behind.

Our proactive approach to supplier development is designed to empower suppliers, promote ethical and responsible business practices and drive continuous improvement across the value chain. By fostering collaboration and shared growth, BJC strengthens its supply chain to contribute to a more sustainable and inclusive future.

Supplier Development Strategy

BJC's supplier development strategy is tailored to address the unique needs and challenges faced by diverse supplier groups, ensuring a collaborative and inclusive ecosystem. Key initiatives include:

- **Capacity Building:** Providing targeted training programs, workshops and knowledge-sharing platforms that equip suppliers with the tools and expertise needed to implement sustainable practices and improve their Environmental, Social and Governance (ESG) performance.
- **Shared Value Creation:** Recognizing that BJC's success is deeply connected to the success of its suppliers, we focus on fostering long-term partnerships that drive mutual growth and generate positive impacts for all stakeholders.
- **Continuous Improvement:** Encouraging innovation and advancing supply chain processes to address sustainability challenges and seize emerging opportunities, ensuring that both BJC and its suppliers remain at the forefront of responsible business practices.

These initiatives embody BJC's dedication to creating shared value, driving environmental stewardship and fostering social progress across the supply chain.

Fostering Collaboration and Resilience

BJC is committed to cultivating a collaborative environment where suppliers are supported with the necessary resources and guidance to enhance their sustainability efforts. This partnership-oriented approach ensures that suppliers not only meet but exceed ethical and sustainability standards, contributing to a responsible and resilient supply chain ecosystem.

Through targeted development programs, BJC empowers suppliers to grow responsibly and align their operations with our overarching vision of a sustainable future. By investing in their development, we strengthen relationships, foster innovation and ensure that all participants in the value chain share in the benefits of growth and progress.

By prioritizing supplier development, BJC actively works towards its mission of nurturing sustainable living for all. This commitment strengthens our supply chain, enhances resilience and drives meaningful change ensuring that our journey toward sustainability leaves no one behind.

Supplier Development Initiatives in 2024

Supplier Management Verification

In 2024, BJC engaged LRQA to verify data on supplier management, including screening, assessment and development processes. This initiative aims to enhance supply chain management practices and ensure long-term sustainability.

Relationship Management and Capacity Building

1. Green Digital Printing and Sustainability

BJC, in collaboration with HP Inc. (Thailand) Co., Ltd., hosted a seminar for suppliers to reinforce the significance of sustainable development in the printing industry and to address the challenges posed by climate change. The seminar also served as a platform to communicate BJC's sustainability policies, development guidelines and Supplier Code of Conduct to participating suppliers and BJC's buyers, as part of the Supplier ESG Program.

Moreover, there was a knowledge sharing session from climate expert from The Creagy Company Limited.

Furthermore, the event featured a presentation on HP Indigo technology, which enhances production flexibility while utilizing environmentally friendly printing oils and inks. This initiative underscores BJC's commitment to advancing sustainability within the printing industry while simultaneously strengthening relationships and enhancing supplier development, fostering a shared path toward a sustainable future.

The seminar was attended by 180 participants.



2. Capacity Building on Green Industry Requirements

BJC continues to promote environmental responsibility across its supply chain through capacity-building initiatives. These include supporting Key Suppliers in obtaining Green Industry Level 2 certification from the Department of Industrial Works, Ministry of Industry, by providing training programs and consultancy services. This initiative underscores their commitment to environmentally and community -friendly business practices, aligning with sustainable development goals. The training covers key topics such as Green Industry requirements, sustainable development and practical guidance on implementing environmental projects.

Key Training and Consultancy Topics

1. Introduction to the Green Industry Level 2 Certification:

Providing suppliers with a clear understanding of the project's objectives, benefits and the step-by-step process for achieving Green Industry Level 2 certification.

2. Building a Sustainable Organization:

Sharing best practices and key insights from BJC's sustainability journey, with references to relevant sections of the company's sustainability report to support practical application.

3. Green Industry Level 2 Compliance Requirements:

Explaining the specific criteria and standards suppliers must meet for certification, including mandatory green activities and guidelines for submitting applications to the Department of Industrial Works.

4. Environmental Project Development and Implementation Workshop:

Enhancing suppliers' capabilities in designing and executing effective environmental projects through hands-on training in project writing, planning and implementation strategies.

In 2024, BJC conducted on-site surveys and consultations with over 100 suppliers to assess their need for capability enhancement in achieving Green Industry Level 2 certification. The evaluation identified 66 suppliers requiring further development, which is scheduled to be implemented in 2025.

3. Big C Supplier Conference 2024

Big C hosted the **Big C Supplier Conference 2024** under the theme **"Big C Big Success Together"** to reaffirm its commitment to strengthening Thailand's retail industry. The event underscored the importance of strategic collaboration with business partners in developing innovative solutions and services that comprehensively address consumer needs. In recognition of outstanding contributions, **Outstanding Business Partner Awards** were presented to honor key partners for their invaluable support and cooperation in fostering sustainable business growth. The award recipients were as follows:

1. Best Category Partnership
2. Best NPD Innovation
3. Best Service Level
4. High Sales Growth
5. Rising Star
6. The Most New Branches Opening
7. Best Partnership



Strengthening Supply Chain Resilience Through Sustainable Agriculture Practice and Animal Welfare

BJC's commitment to sustainability extends beyond its immediate suppliers to encompass the entire value chain. Guided by its Sustainable Sourcing of Agricultural Raw Material Policy and Animal Welfare Policy, BJC emphasizes sustainable agricultural practices, animal welfare and the responsible use of natural resources. The company collaborates closely with its suppliers to ensure compliance with these standards, fostering a more sustainable and ethical food system.

Sustainable Sourcing of Agricultural Raw Material Policy

BJC's Sustainable Sourcing of Agricultural Raw Material Policy serves as the foundation of its responsible sourcing strategy. This policy mandates strict adherence to sustainability criteria across all BJC operations and subsidiaries, extending to both tier-1 and non-tier-1

suppliers. By partnering with suppliers who share its commitment to environmental and social responsibility, BJC seeks to minimize its environmental footprint, protect biodiversity and ensure the availability of safe, nutritious and sufficient food for all.

Animal Welfare Policy

Although BJC does not directly engage in animal rearing, housing, transport, or slaughter, the company is committed to upholding animal welfare throughout its value chain. BJC's Animal Welfare Policy applies to all sourced animal products, including meat, poultry and seafood. The policy underscores collaboration with suppliers and business partners to ensure the "five freedoms" of animal welfare are upheld, safeguarding the quality of life for animals.

Sustainable Agricultural Practices

BJC recognizes the critical role of sustainable agriculture in advancing environmental stewardship, food security and socioeconomic development. In alignment with United Nations Sustainable Development Goal 2: Zero Hunger, BJC is committed to integrating sustainable practices throughout its agricultural supply chain, fostering a more resilient and equitable food system.

1. **Big C's Farmer Development Program: Fostering Sustainable Agriculture in Northern Thailand**

   Since 2019, Big C, a subsidiary of Berli Jucker Public Company Limited (BJC), has demonstrated a steadfast commitment to empowering local farmers in Northern Thailand. Recognizing the region's agricultural potential, Big C has developed a collaborative initiative to enhance farmers' capabilities and promote sustainable agricultural practices.

   Through this initiative, farmers gain access to scientific knowledge, best practices and modern agricultural techniques, leading to improved crop yields and enhanced product quality. Additionally, Big C supports farmers in adopting proper packaging practices to meet the stringent quality standards required for sale in Big C's retail outlets and online platforms.

   By actively engaging with farmers and providing the necessary resources and expertise, Big C has facilitated the production of high-quality crops that are now readily available to consumers through its extensive distribution network. This initiative not only creates new income opportunities for local farmers but also ensures that Big C customers have access to fresh, locally sourced and high-quality produce.

   This long-standing collaboration between Big C and the Northern Agricultural Cooperative underscores BJC's commitment to sustainable agriculture and community development. By empowering local farmers and promoting sustainable practices, BJC contributes to the economic prosperity of the region while ensuring a reliable supply of safe, nutritious and locally sourced produce for consumers.

Sustainable Agricultural Practices – Certifications

BJC actively partners with suppliers that hold internationally recognized certifications for food quality and safety. In 2024, BJC made significant progress in sourcing certified agricultural crops. For more information on these certifications, please visit our website.

BJC Sustainability Website

Animal Welfare Standards – Certifications

BJC's commitment to animal welfare is reflected in the certifications held by its animal product suppliers. These certifications ensure compliance with globally recognized animal welfare standards. For more details on these certifications, please visit our website.

BJC Sustainability Website

2. Sustainable Agriculture at Berli Jucker Food (BJF)

In response to the volatility of global raw material markets, BJF has proactively developed a robust local supply chain over the past three decades. This strategic initiative, centered on contract and cooperative farming systems, ensures a reliable supply of high-quality, safe raw materials for BJF's core product portfolio.

Contract Farming Model

BJF's contract farming model secures 95% of its raw materials, primarily essential crops such as potatoes and sweet potatoes, through partnerships with local farmers. This mutually beneficial arrangement provides farmers with income stability via pre-negotiated pricing, mitigating the risks associated with market fluctuations.

Cooperative Farming Model

The remaining 5% of BJF's raw materials are sourced through a cooperative farming system, which prioritizes product quality and safety through rigorous assessments by specialized experts at the point of collection. Cooperative farmers benefit from continuous professional development opportunities and access to a dedicated 41-acre (103-rai) learning center focused on farm mechanization, with a particular emphasis on potato cultivation.

Quality Assurance and Sustainability Framework

BJF remains steadfast in upholding stringent quality and safety standards. In 2024, a significant portion of its raw materials came from farmers registered under the Department of Agriculture's Good Agricultural Practices (GAP) program — marking 7 consecutive years of full compliance across BJF's supply chain. Rigorous annual audits conducted by the Department of Agriculture further reinforce quality control measures and strengthen relationships with partner farmers.

The GAP framework encompasses comprehensive monitoring of farming practices, including crop yields, growth cycles, product quality and fertilizer usage. This

data-driven approach fosters continuous improvement and promotes the adoption of organic fertilizers, reducing the environmental impact of chemical inputs.

Strategic Impact

By empowering local farmers and prioritizing sustainable agricultural practices, BJF is building a resilient and responsible supply chain that delivers long-term benefits for both the company and the communities it serves.

- Supply Chain Resilience – Strengthened local sourcing capabilities reduce exposure to global market volatility.
- Enhanced Farmer Livelihoods – Contracted farmers gain income stability and access to ongoing training programs.
- Superior Product Quality – Consistent compliance with GAP standards and continuous improvement through knowledge-sharing initiatives.
- Environmental Sustainability – Minimized dependence on chemical fertilizers and adoption of water-efficient irrigation techniques.

BJF Sustainable Agriculture Initiative in 2024

In 2024, BJF further advanced agricultural efficiency and sustainability by implementing comprehensive training and knowledge transfer programs to reduce chemical fertilizer usage among 579 farmers in Phayao and Chiang Rai provinces. These efforts resulted in a reduction of 160.45 tons of chemical fertilizers, which contributed to a decrease in greenhouse gas emissions by 155 tons of CO_2 equivalent.

Through these initiatives, farmers were equipped with advanced agricultural techniques and technologies, thereby ensuring consistent crop quality and safety.

Furthermore, in line with its expanded sustainability initiatives, BJF introduced advanced water resource management practices for farmers in Phayao and Chiang Rai provinces, encompassing 4,188 rai. This initiative led to a reduction in water consumption by 1.11 million cubic meters.



These efforts reflect BJF's strong commitment to environmental stewardship and the long-term sustainability and resilience of agricultural practices.

Empowering Local Suppliers / Farmers

BJC is dedicated to fostering economic growth and community well-being by prioritizing partnerships with local farmers and suppliers. Recognizing their vital role

Local Suppliers / Farmers: Businesses, individuals, or cooperatives within Thailand that produce and supply goods, particularly agricultural and consumer products, to BJC. These suppliers support local economies, promote sustainable sourcing and reduce environmental impact through shorter supply chains.

International Suppliers: Global companies or entities that provide goods and services to BJC from outside Thailand. These suppliers must adhere to responsible sourcing practices and maintain transparency in procurement policies to ensure ethical and sustainable supply chain management.

in sustainable development, BJC actively sources from local agricultural producers, strengthening regional economies and creating employment opportunities.
This commitment not only ensures a reliable supply of high-quality, safe and nutritious raw materials but also enhances the resilience of Thailand's agricultural sector. By investing in the capabilities of local farmers and suppliers, BJC ensures a reliable supply of high-quality, safe and nutritious raw materials while fostering long-term agricultural stability. This commitment supports sustainable community growth and creates shared value, ensuring that every community thrives and no one is left behind.

1. Big C Big Smart Local

In collaboration with the Department of Business Development of the Ministry of Commerce, BJC champions the "Big C Big Smart Local" campaign, has launched since 2022. The campaign aims to identify and empower potential SMEs, One Tambon One Product (OTOP) enterprises and local farmers, enhancing the quality, safety and nutritional value of their products for sale on Big C's online platforms.

Big C has continued its support for and participation in the SME Business Matching program since 2023, working alongside government agencies to promote the growth and sales of Thai SMEs, OTOP enterprises and Thai agricultural products. This program aligns customer needs across regions with locally available products for in-store sales, helping ensure that consumers have access to fresh, high-quality items.

Through close collaboration with dedicated Big C experts, participating SMEs, OTOP enterprises and local farmers receive essential guidance and hands-on support to enhance product quality and safety. The focus on minimizing chemical use ensures that the products meet market demands while prioritizing consumer safety.

This initiative not only expands business opportunities for small enterprises but also benefits consumers by offering high-quality, locally sourced products at Big C Supercenters nationwide.

In 2024, as part of this initiative, Big C procured SME products from 172 suppliers, totaling 3,738 SKUs — an increase of 24% compared to 2023. This initiative generated over 400 million THB in revenue for SME entrepreneurs.

2. Smart Farming System

As part of its ongoing commitment to enhancing the capabilities of local farmers, BJC continues to lead the "Smart Farming System" project. This innovative initiative leverages cutting-edge technologies, including information technology and artificial intelligence (AI), to optimize farming practices for local agriculturalists.

Enhancing Production Efficiency

By optimizing resource utilization, the Smart Farming System enables farmers to increase crop yields while maintaining sustainable levels of resource consumption. This increase in productivity creates greater income opportunities, improving farmers' overall quality of life.

Streamlining Labor Utilization

The system addresses labor shortages by reducing reliance on manual labor, mitigating occupational health and safety risks. This not only provides farmers with more time to focus on other essential tasks but also supports diversified income streams, further improving their livelihoods.

Promoting Resource Conservation

The Smart Farming System helps conserve natural resources by optimizing irrigation and energy use, reducing both electricity and water consumption. This approach aligns farming practices with sustainable production and consumption principles, fostering long-term environmental sustainability.

Enhancing Equipment Longevity

Through the use of predictive maintenance algorithms, the system minimizes equipment downtime and extends the lifespan of farming machinery. This proactive approach reduces waste and unnecessary costs, reinforcing the financial stability of farmers and ensuring efficient operations.

3. Spending on Local Farmers and Suppliers

Recognizing the essential role that local suppliers play in driving economic growth and enhancing community well-being, BJC prioritizes sourcing from local agricultural producers. This strategic focus not only strengthens local economies and generates job opportunities but also ensures that BJC has access to a reliable supply of high-quality, safe and nutritious raw materials and products.

Local Spending

Performance	Unit	2024
Total procurement spending	THB	133,836,140,284
Spending on local suppliers and contractors for significant operations	THB	125,357,136,402
Spending from local supplier compare to total spending procurement spending	Percentage (%)	94%

Collaboration with Supplier on Sustainable Packaging Initiatives

Big C is committed to promoting sustainable packaging through strategic partnerships that encourage consumers to reduce single-use plastic consumption. In collaboration with I.P. One Co., Ltd., a leading manufacturer and distributor of consumer products in Thailand, Big C supports the adoption of the Circular Economy approach, which focuses on optimizing resource utilization and minimizing waste generation across both production and household consumption. This initiative aims to drive long-term behavioral change by encouraging consumers to adopt reusable packaging and reduce reliance on single-use plastics.

A key initiative of this collaboration is the Hygiene Refill Station, a fabric softener refill dispenser introduced in 2021. To date, 11 refill stations have been deployed across Big C stores, providing consumers with a more sustainable alternative to conventional packaging and generating annual revenue exceeding 3 million baht.

Grievance Channel for All Stakeholders: Upholding Ethical Standards and Transparency

As part of its commitment to ethical business practices and sustainable development, BJC has established a robust grievance channel to promote open communication and accountability. This initiative reinforces BJC's dedication to nurturing sustainable living for all, ensuring that every stakeholder has a voice and can contribute to a culture of transparency and continuous improvement.

Confidentiality and Anonymity

BJC places the utmost importance on safeguarding stakeholder trust. All grievances submitted through the established channels are handled with strict confidentiality. To further protect individuals, BJC offers the option to report anonymously, ensuring that all stakeholders feel secure and empowered to raise their concerns without fear of reprisal.

Accessible Reporting Channels

To make the grievance process inclusive and convenient, BJC provides multiple reporting options tailored to diverse stakeholder needs:

1. **Online Reporting Platform:**
   A 24/7 online form is available on the BJC website, allowing stakeholders to submit detailed reports with supporting evidence.
2. **Dedicated Hotline:**
   Stakeholders can contact the hotline (02-146-5999) during business hours to voice concerns directly with trained personnel. Anonymity is guaranteed for callers who choose it.
3. **Secure Email:**
   Concerns and accompanying documentation can be sent securely via email to Comsec@bjc.co.th, ensuring timely and confidential handling.
4. **Postal Mail:**
   Written reports, along with any relevant evidence, can be sent to the Human

Resources Department or the Company Secretary at BJC's corporate headquarters.

Grievance Management Process

Upon receiving a grievance, BJC undertakes a thorough and impartial investigation. The company is committed to addressing all concerns promptly and equitably, ensuring that remedial actions align with its ethical principles. Every step of the process is managed with integrity, reinforcing BJC's commitment to ethical standards and stakeholder trust.

Benefits of the Grievance Channel

The grievance channel plays a vital role in fostering an ethical and transparent corporate culture while contributing to BJC's mission of creating a sustainable future for all:

- **Early Issue Detection:**
  Proactively identifies and addresses risks or ethical breaches, minimizing potential impacts on stakeholders and operations.
- **Enhanced Stakeholder Engagement:**
  Strengthens relationships with stakeholders by promoting open communication and trust, fostering collaboration across communities and partners.
- **Continuous Improvement:**
  Insights from grievances provide valuable feedback for refining BJC's policies, procedures and ethical standards, driving ongoing enhancements to the organization's sustainability and governance framework.

By providing a secure and inclusive platform for all stakeholders, BJC underscores its unwavering commitment to ethical practices, transparency and accountability. This initiative is a key pillar of BJC's dedication to building a future where every community thrives and no one is left behind.



Direct call 02-146-5999
or Investigation Team



Scan QR Code



Call Center
1756



Letter to HR Department
or Company secretary



Website www.bjc.co.th > Investor Relation > Whistleblowing
or http://corporate.bigc.co.th/th/contact

In 2024, under a rigorously managed approach, no supplier-related complaints were reported.

Data and Cybersecurity and Privacy Protection

Significance and Exposure

In 2024, the security of information technology systems in the retail sector is critically important due to the growing reliance on digital technologies. This increased dependency has given rise to more sophisticated and diverse cybersecurity threats, such as ransomware attacks and personal data breaches, which have the potential to severely disrupt operations and undermine customer trust. Moreover, the integration of emerging technologies, such as Generative AI in e-commerce, introduces novel risks that demand proactive adaptation and strategic investment to safeguard both data integrity and system resilience.

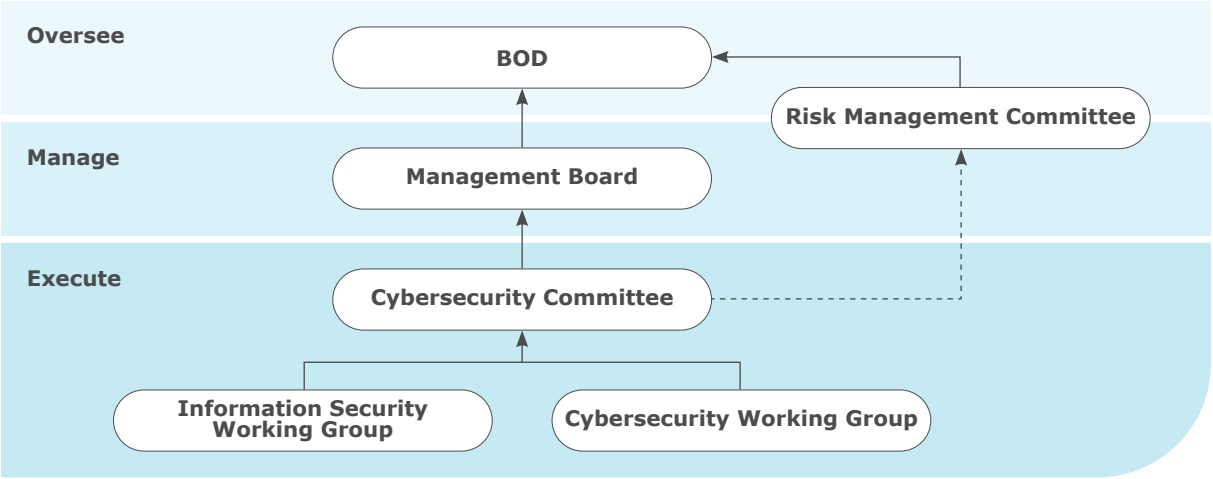
BJC recognizes the importance of safeguarding personal data to build and maintain trust with customers and suppliers. Cyberattacks can result in financial losses and damage a company's reputation, while non-compliance with data protection regulations may lead to penalties and legal actions. These risks necessitate effective management through strategic investments in robust security systems, including the implementation of enhanced security measures, data encryption to prevent unauthorized access and continuous training to improve the knowledge and skills of employees responsible for information system security.

Moreover, the organization emphasizes fostering awareness of data security among all staff and conducting regular reviews of policies and management practices. Given the ever-evolving nature of cyber threats, updating security measures to stay current is essential to ensure that risks in this area are managed effectively and efficiently.

Management Approach

BJC's commitment to data protection and privacy is deeply embedded within its corporate governance framework. The company has established comprehensive policies, including the Information and Cybersecurity Policy and Privacy Policy to guide its operations and ensure the effective development and maintenance of information technology systems. These efforts are aligned with legal requirements, such as the Personal Data Protection Act B.E. 2562 (PDPA), as well as international standards for information technology security, such as ISO 27001.

BJC has established a management structure as follows:



The management of information technology security is integrated into BJC's corporate governance framework. The Board of Directors (BOD) oversees overall governance and monitors progress through the Management Board, which manage operations by establishing policies and tracking performance.

During the Management Board meeting on March 28, 2023, the Cybersecurity Committee was established, tasked with policy formulation, strategy development and cybersecurity risk management. This committee conducts regular monitoring of critical issues, reporting on risk and opportunity management to ensure the Risk Management Committee receives at least an annual update on cybersecurity matters. Mr. Aswin Techajareonvikul, Executive Vice Chairman and Board Member, serves as Chairman of BJC's Cybersecurity Committee. With extensive experience in information technology, he has played a pivotal role in advancing the company's cybersecurity initiatives.

Additionally, the Information Security Working Group has been appointed to implement projects related to data protection and security oversight, while the Cybersecurity Working Group is responsible for initiatives addressing cybersecurity, focusing on the protection of systems, networks and corporate data as directed by the Cybersecurity Committee. These groups ensure robust cybersecurity governance, emphasizing ethical practices, IT system protection and data security alongside the implementation of cybersecurity measures.

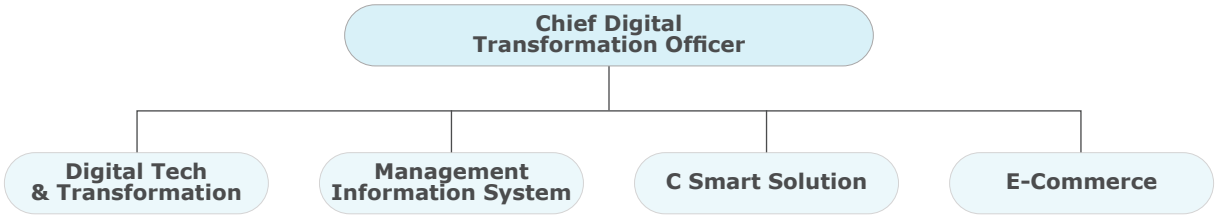
Mrs.Bussaya Yindeesuk, Executive Vice President of the IT Department also serves as the Chief Digital Transformation Officer (CDTO), further reinforcing the company's commitment to digital resilience and security.

Information and Cybersecurity Policy

BJC has implemented an Information and Cybersecurity Policy that outlines key guidelines for all employees, directors and executives to ensure the protection of sensitive information and prevent cybersecurity threats. The policy emphasizes confidentiality, data security and employee responsibilities, including prohibitions on disclosing trade secrets and using

company assets for personal gain. It also mandates regular training, strong security measures for equipment and systems and clear protocols for system development, incident management and whistleblower protection. The policy stresses compliance, outlines penalties for violations and promotes continuous monitoring of information security across the organization.

Information Security and Cybersecurity Management Structure



The Chief Digital Transformation Officer (CDTO) plays a pivotal role in driving an organization's digital transformation initiatives, focusing on several strategic areas. The CDTO spearheads the adoption and integration of advanced digital technologies, modernizing and enhancing the organization's digital capabilities to maintain competitiveness and agility.

Overseeing the Management Information System (MIS) department and C Smart Solution, the CDTO ensures robust data management, reporting and analytics to support informed strategic decision-making. Additionally, the CDTO manages the organization's e-commerce strategy and operations, ensuring the delivery of seamless online sales platforms, impactful digital marketing campaigns and exceptional customer engagement. By aligning these functions, the CDTO develops a cohesive digital strategy that fosters growth, drives innovation and secures a competitive edge.

Furthermore, the CDTO is responsible for overseeing cybersecurity management and cultivating a strong cybersecurity culture across the organization. This is achieved through initiatives such as online learning courses and newsletters aimed at raising awareness among employees and reducing the risks of cyberattacks.

C Smart Solution

C Smart Solution (CSS) is a data analytics company in which BJC has a joint investment, focusing on big data development. The Chairman of the Cybersecurity Committee actively participates in CSS's monthly business reviews, which assess both financial and non-financial performance. For non-financial performance, the reviews prioritize key operational aspects of CSS, including information management and information security, ensuring alignment with corporate objectives.

Mr. Aswin Techajareonvikul, Chairman, plays a pivotal role in these reviews, leveraging his expertise in big data and IT management to evaluate IT-related projects and innovations before implementation. His involvement ensures that projects meet the organization's strategic goals and maintain high standards of efficiency, security and innovation.

Information Security Working Group

The Information Security Working Group plays a pivotal role in defining, evaluating and reviewing strategies, scope and operations related to the organization's information technology infrastructure. This group holds monthly meetings and comprises personnel from the Management Information System (MIS) department as well as representatives from other departments involved in the IT structure.

The working group establishes overarching operational guidelines, including best practices for personal information security and provides training and education for employees and stakeholders.

BJC's Compliance with Thailand's Personal Data Protection Act (PDPA) and aligning with GDPR Standards for Robust Data Protection

BJC has implemented the Personal Data Protection Policy aligning its practices with the principles of the Thailand's Personal Data Protection Act, both frameworks are designed to safeguard personal data and protect individual privacy, providing organizations with comprehensive guidelines for handling and processing personal information. Key similarities between PDPA and GDPR include the protection of data subject rights, mandatory data breach notifications and adherence to data protection principles such as minimization, purpose limitation and transparency. Additionally, both emphasize organizational accountability to ensure compliance with data protection standards.



Privacy Policy

To ensure the protection of personal information in compliance with the Thailand Personal Data Protection Act (PDPA), BJC has implemented a comprehensive Privacy Policy that applies to both BJC and its subsidiaries, as well as its suppliers. The policy outlines the processes for collecting, storing and using personal data, including the actions to be taken in the event of a personal data breach.

BJC is committed to continuously developing and updating its Privacy Policy and related documents in alignment with personal data protection standards. These updates occur periodically or whenever relevant laws are revised, whenever internal practices change, or at least once annually.

To guarantee that our personal data protection policies comply with applicable laws and regulations, BJC undergoes security and data privacy audits in accordance with ISO 27001, which ensures compliance with personal data protection requirements. Additionally, internal audits are conducted by the Group Internal Audit Department, following the scope of the Bank of Thailand's regulations on data security and privacy, such as information security systems and data confidentiality.

There are three groups of stakeholders in data protection communication as follows;

1. **Customers -** a consent letter to disclose information to notify customers about the purpose of data collection including other requirements to comply with the PDPA.
2. **Employees -** a training course on information security to ensure employees' awareness of information security and how to prevent data leakage.
3. **Suppliers -** communication with suppliers regarding data privacy through the supplier code of conduct to comply with BJC's requirements.

Customer Privacy Information

In compliance with the Thailand Personal Data Protection Act Thailand Personal Data Protection Act (PDPA), BJC has established a robust process for collecting and managing customer data, with a focus on data storage, authorized use and protection methods in accordance with the Act. BJC is committed to continuously refining its processes to inform customers about the purpose and use of their personal information through a privacy notice on the company website and consent letters.

These documents include the following details:

- The nature of the information collected from customers, including data from request forms, contracts, letters, other documents, the company's website, cookies, applications and telephone systems.
- The duration for which the data will be collected.
- The specific purposes for collecting and using personal data.

- The options available to customers regarding the control of their personal data, such as the ability to correct, use, retain and process their data, including consent opt-in/out options, access requests, data transfers to other service providers and data deletion requests.
- Data protection management, including defining authorization and access control for relevant parties.
- Employee training programs to raise awareness of the PDPA and related laws and regulations.
- The implementation of the customer privacy policy and measures to prevent data breaches.
- Contracts regarding personal data protection.

By implementing these procedures, the company ensures transparency and compliance with the PDPA, providing customers with clear information and control over their personal data.

In addition, at Big C, the company uses a Point-of-Sale system where customers are asked for their consent prior to joining the Big C Big Card membership program. Once their consent is given, the information is stored in a PDPA Management System database which operated by MIS department. The PDPA Management System allows responsible personnel to request for personal data, remove consent to store, share or use data as well as delete their data. Personal information is protected through the process of role permission, user authorization and censoring personal data (e.g. personal identification number). A CRM Maxar (Terabit) system is used for monitoring percentage of users whose customer data is used for secondary purposes.

In accordance with BJC's privacy policy, the company has appointed a Data Protection Officer (DPO) responsible for integrating data breach issues into enterprise risk management, assessing their impact and raising employee awareness on personal data protection matters.

The DPO plays a pivotal role in ensuring BJC's compliance with data protection laws, including the Personal Data Protection Act (PDPA). The key responsibilities of the DPO include:

- **Providing Knowledge and Advice:** Offering guidance to BJC and its employees on compliance obligations related to data protection.
- **Policy Oversight:** Supervising the development, implementation and periodic review of data protection policies.
- **Audits and Assessments:** Conducting internal audits and leading data protection impact assessments to evaluate the organization's adherence to data protection standards.
- **Incident Management:** Monitoring and addressing data breaches, ensuring timely and effective responses to mitigate risks.
- **Regulatory Liaison:** Acting as the primary point of contact for regulatory authorities and facilitating communication during audits or investigations.
- **Record-Keeping:** Maintaining comprehensive records of data processing activities, ensuring transparency and accountability.
- **Safeguarding Data Subjects' Rights:** Ensuring that data subjects can exercise their rights, such as access, correction, deletion and data portability.

The DPO operates independently, free from conflicts of interest and has access to the necessary resources, authority and support to perform their duties effectively. This autonomy enables the DPO to mitigate data protection risks and ensure BJC's continued compliance with applicable data protection regulations.

Notification in Case of a PDPA Breach

In the event of a personal data breach or data leakage, the Data Protection Officer (DPO) is responsible for assessing the nature, type and extent of the data involved, as well as evaluating the characteristics, type, or status of the affected data subjects. The DPO must then assess the potential risks, considering the severity of the impact and the possible damages.

The DPO will also review the effectiveness of the measures currently in place by the data controller to mitigate such breaches. If it is determined that the breach impacts the rights and freedoms of the data subjects, a formal report outlining the incident and the measures taken to mitigate the impact must be submitted to the regulatory authority, the Office of the Personal Data Protection Committee.

This process ensures that BJC complies with the PDPA's requirements for breach notification, demonstrating transparency and accountability in protecting personal data.

Cybersecurity Working Group

The role of the working group is to manage cybersecurity projects to protect the security of the company's systems, networks and data, adhering to the principles that uphold the Confidentiality, Integrity and Availability (CIA) of all business operations. The MIS plays a crucial role in providing support related to information technologies, including the development of a robust cybersecurity infrastructure, establishing cybersecurity guidelines and managing all cybersecurity incidents. The department ensures that digital risk management and data protection initiatives are in alignment with both internal policies and all applicable external laws, regulations and standards, which are rigorously monitored through a structured process. These efforts reflect BJC's steadfast commitment to information security and cybersecurity.

Moreover, BJC recognizes that the rapid adoption of emerging technologies often surpasses the company's ability to develop adequate safeguards. As such, BJC aims to go beyond simple regulatory compliance and strives to build a cyber-resilient business.

Cybersecurity Management Process

BJC places great emphasis on information security and has undergone an audit to certify its Information Security Management Systems (ISMS) in accordance with Information Security Management System: ISMS (ISO 27001) to ensure that internal information is handled effectively by international standards. Cybersecurity Management Process has also been used to eliminate and prevent cyber threats. In the process, all employees are encouraged to report all suspicious cyber activities, which can be reported through various channels

including company's secretary's email, hotline and direct supervisor. All information technology risks incidents are reported to the Risk Management Committee at least annually to manage in accordance with Enterprise Risk Management framework (ERM) and internationally recognized standards such as ISMS (ISO 27001), ensuring that all information and cybersecurity risks are effectively and promptly managed to prevent operational impacts.

In 2024, 100% of BJC's IT infrastructure and information security management systems has been certified.



Cybersecurity Test Procedure

BJC has implemented comprehensive cybersecurity testing procedures, including a Disaster Recovery Plan (DRP), Penetration Testing and Vulnerability Assessments (VA), all of which are conducted at least semi-annually to ensure the continued effectiveness of its cybersecurity management and its adaptation to evolving business needs. Additionally, BJC's IT infrastructure and information security management systems undergo audits by external auditors to assess accounting procedures and overall processes, helping to develop action plans aimed at enhancing productivity and security.

Furthermore, BJC ensures that its suppliers are covered by insurance for information security breaches, providing an additional layer of protection for the organization in the event of such incidents.

Information Security Controls and Practices

1. **Data Encryption and Access Control**
   BJC has implemented a Data Loss Prevention (DLP) procedure to enhance data security through measures such as data encryption and access control. This procedure includes monitoring user behavior within the organization, particularly

regarding file and folder access, to prevent unauthorized file transfers through email systems.

2. Data Classification

BJC has established a comprehensive data classification procedure to ensure effective data management and security. Data is categorized into four levels: Highly Confidential, Restricted, Internal and Public, with controls implemented across all stages, including data creation, usage, transmission, storage and destruction.

BJC retains full ownership of all data stored or transmitted on the company's computer systems and networks. The company reserves the right to access such data, without prior notice to employees, in circumstances deemed necessary. However, the company doesn't assert ownership of data belonging to customers, external individuals, or intellectual property such as software or materials protected by patents or copyrights.

3. Inspection and Audit

The IT Security & Compliance Team is responsible for ensuring robust data security and compliance across multiple domains. Their responsibilities include monitoring database usage, data exportation, data disclosure to external parties, intercompany data and software exchanges, portable storage media usage and data encryption.

Key monitoring activities include

- **Surveillance and Tracking Systems:** Utilizing tools such as Assure Information Protection (AIP) to monitor user activities related to file and folder access, track event histories (e.g., file creation, deletion, copying and movement) on the network and identify actual file owners.
- **Policy Enforcement:** Implementing policies to prevent unauthorized file transmission via email, particularly for files lacking password protection, confidential documents, payroll slips and similar sensitive data.
- **Data Transfer Monitoring:** Conducting regular inspections of critical data transferred or copied to other sources, including removable media, network printers, local printers, shared network drives and optical storage devices like CDs/DVDs.

To maintain the highest security standards:

- Third-Party Audits: Independent audits are conducted to ensure compliance and enhance operational security.
- Collaborations with External Entities: BJC and its subsidiaries collaborate with external organizations for standardization and assessments, including ISO 27001 certification, vulnerability assessments and penetration testing (simulated cyberattacks). These evaluations are conducted annually to identify potential weaknesses and enhance the organization's security posture.
- All inspection and audit results are reported to the Cybersecurity Committee annually, ensuring continuous improvement and alignment with evolving cybersecurity standards.

4. **Business Continuity Plans for Cyberattacks**

   BJC is committed to preventing and mitigating cyber threats with the objective of achieving zero losses from cyberattacks. To address such risks, a comprehensive Business Continuity Plan (BCP) has been established, with annual testing conducted at least once a year. The results of these tests are used to regularly review and update the BCP, ensuring its continued effectiveness in responding to evolving cybersecurity challenges.

   In addition, in response to recent updates in standards, information security breaches and cyberattack incidents, corrective measures are being implemented to further strengthen operational protocols. This includes updating and refining the Business Continuity Plan (BCP) to enhance BJC's resilience and ensure that response strategies are optimized to effectively mitigate operational disruptions.

Cultivating a Culture of Cybersecurity Awareness

In the digital era, where personal data and information systems are central to organizational success, BJC places a strong emphasis on employee training and ongoing communication to promote cybersecurity awareness. The company conducts regular training sessions designed to enhance employees' understanding of cyber threats, such as phishing, password management and risk identification. These initiatives aim to encourage employees to adhere to personal data protection standards and to foster a proactive approach to safeguarding the organization's information assets.



In 2024, three courses on Data and Cyber Security, Privacy Protection and Digitalization Training were conducted for employees. Additionally, weekly security alerts and knowledge updates, as well as notifications on the latest events related to these subjects, have been communicated via email. These initiatives aim to enhance employees' awareness of data protection and cybersecurity while fostering a strong cybersecurity culture within the organization.

Performance Indicators

As a result of efficient data management, there has been no complaint on customer privacy, no substantiated reports issued by BJC over consumer privacy violations and 6% of customers' data has been used for secondary purposes in 2024.

1. The number of complaints received regarding personal data breaches and data loss

Indicators	Target	2024
Total number of information security breaches	0	0
Total number of clients, customers and employees affected by the breaches	0	0

2. The number of Data and Cybersecurity and Privacy Protection and Digitalization Training conducted for employees

Training Courses	Number of Participants
Cybersecurity 101 Training (SOSECURE) and Cyber Security Awareness Training (Monster Connect)	118
Intensive Cybersecurity Capacity Building Program Training (THNCA)	126
ISO27001:2022 (FRECO Soft)	24

3. Cybersecurity Awareness Drill Simulation Result Post-Awareness Training

	Number of employees	Percentage
Total number of employees who received a phishing email	2,483	100
Total number of employees who clicked a link in a phishing email	856	34.5
Total number of employees who clicked a link in a phishing email and input data in a phishing email	108	4.3

Key Initiatives

1. Enhancing Security Infrastructure

- **Data Immutability:** Safeguards data from unauthorized modifications or destruction caused by hackers, ransomware, or viruses, ensuring data integrity and protection.
- **Segregated DC/DR Networks:** Reduces the risk of cyberattacks by isolating data center (DC) and disaster recovery (DR) networks, aligning with Business Continuity Plan (BCP) best practices.

2. Continuous Improvement and Audits

- Continuously implementing ISO 27001 standards to enhance information security management.
- Upgrading to the ISO 27001:2022 version to meet the latest security requirements and achieve certification in 2024.

Technology & Innovation

Significance and Exposure

In today's rapidly evolving world, technological advancements and innovations are continuously reshaping consumer lifestyles and demands. The increasing emphasis on rapid and convenient access to products and services has driven a growing reliance on online purchasing platforms. At the same time, global megatrends including climate change, pandemic-related crises, resource management challenges and shifts in societal behaviors are emerging. These trends have heightened consumer concerns about health, environmental sustainability and ethical business practices.

As part of BJC's commitment to achieving net-zero greenhouse gas emissions by 2050, leveraging technology and innovation is essential to navigating these dynamic changes. The positive impacts of such advancements are extensive. They drive economic growth by enhancing competitive advantage, fostering job creation and ensuring long-term business resilience. They also improve product and service quality, support consumer health and reduce environmental degradation by lowering greenhouse gas emissions and promoting sustainable resource use through circular economy principles.

However, these changes also pose potential challenges. The rapid digitalization of commerce may widen economic inequality by disadvantaging small businesses and workers lacking digital skills, leading to job displacement in traditional retail sectors. Increased reliance on e-commerce and rapid delivery services may exacerbate environmental concerns, such as excessive packaging waste, carbon emissions from logistics and resource depletion. Additionally, the use of emerging technologies, such as AI and automation, raises concerns over consumer privacy, data security and ethical labor practices.

BJC remains committed to addressing these challenges responsibly by prioritizing human rights, fair labor practices and equitable access to sustainable solutions. By integrating environmental, social and economic considerations into its business strategies, BJC strives to foster a sustainable future where all communities can thrive, ensuring no one is left behind.

Management Approach

BJC is deeply committed to leveraging technology and innovation as key drivers of sustainable development. The company consistently pioneers advanced strategies to address environmental, social and economic challenges, integrating cutting-edge technologies to enhance efficiency, resilience and long-term value creation.

This commitment is reflected in initiatives that utilize innovation to minimize environmental impact, optimize resource efficiency and promote sustainable business practices. Through the adoption of advanced digital solutions, automation and research-driven innovations, BJC continuously enhances its operations while fostering inclusive growth for the communities it serves.

By embedding technology at the core of its sustainability strategy, BJC reinforces its role as an industry leader, ensuring responsible growth while creating meaningful, lasting value for all stakeholders.

BJC adopts a comprehensive and well-structured framework for managing technology and innovation, ensuring that its practices align with its sustainability goals and long-term business strategy. This approach focuses on key areas that drive progress, enhance operational efficiency and deliver value to stakeholders.

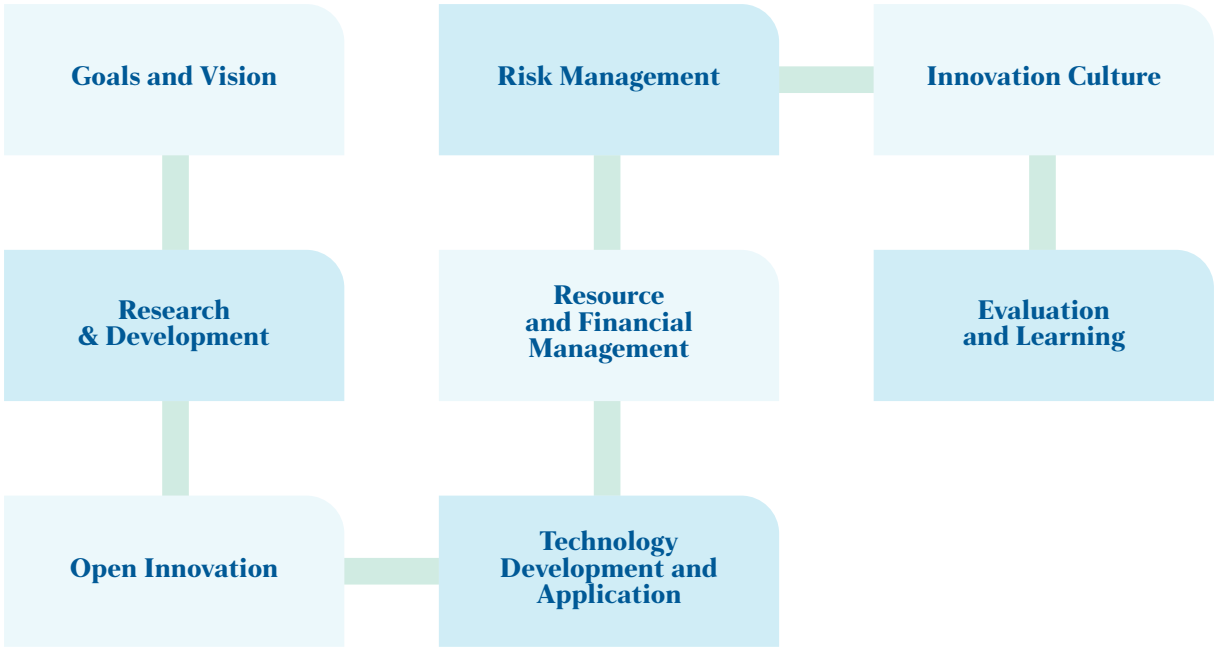
- **Leadership in Sustainable Innovation/Technology:**
  BJC strives to lead in the field of sustainable innovation/ technology by prioritizing the enhancement of product and service quality and value. Central to this commitment is the production of environmentally friendly products, the reduction of greenhouse gas emissions and the promotion of sustainable resource utilization, all in alignment with circular economy principles. These initiatives are designed not only to benefit the environment but also to reinforce BJC's competitive edge in an increasingly sustainability-focused market. Additionally, the company has set an ambitious yet vital goal of achieving Net Zero Emissions by 2050, underscoring its dedication to addressing global climate challenges and contributing to a more sustainable future.

- **Research and Development Focus:**
  Recognizing that innovation is a cornerstone of sustainable growth, BJC dedicates substantial resources to research and development (R&D) across many business units under its umbrella. Each unit is equipped with specialized teams that explore emerging technologies and develop forward-looking solutions tailored to their specific operational needs. Furthermore, BJC actively collaborates with strategic partners, including research institutions, industry leaders and/ or technology providers, to co-create and implement advanced innovations. These collaborative efforts ensure that the company remains at the cutting edge of technological advancements while aligning with its broader business objectives.

- **Risk Assessment and Performance Evaluation:**
  BJC places great importance on the meticulous assessment of risks associated with adopting new technologies, considering factors such as market volatility, environmental impacts and regulatory requirements. By conducting rigorous evaluations, the company ensures that its technological initiatives are not only aligned with business goals but also sustainable and resilient in the face of external challenges. To ensure the success and continuous improvement of its technology-driven initiatives, BJC has implemented comprehensive performance evaluation mechanisms. These mechanisms are designed to monitor the effectiveness and efficiency of its projects, optimizing outcomes and maximizing return on investment. Additionally, BJC employs both internal and external auditing processes to rigorously assess the performance of its initiatives, ensuring transparency, accountability and alignment with its strategic objectives.

- **Fostering a Culture of Innovation:**
  Acknowledging the pivotal role of organizational culture in driving innovation, BJC is committed to fostering a workplace environment that encourages creativity and forward thinking. The company invests in training programs and skill development initiatives that equip employees with the knowledge and expertise needed to embrace and leverage technological advancements. By promoting a culture of innovation, BJC empowers its workforce to generate fresh ideas and implement practical solutions that address both immediate challenges and future opportunities.

To further enhance operational efficiency, BJC has established a **Transformation Office** tasked with reviewing the operations of each business unit (BU). This office identifies opportunities for improvement, streamlines processes and recommends revised or new operational approaches that save time, optimize resources and enhance productivity. Moreover, BJC continues to advance its retail operations by integrating **omnichannel platforms**, seamlessly connecting online and offline channels to provide customers with a unified shopping experience and improve sales tracking. These initiatives reflect BJC's unwavering dedication to sustainability, innovation and operational excellence, driving long-term value creation for all stakeholders.



Through this comprehensive framework, BJC demonstrates its unwavering commitment to leveraging technology and innovation as key drivers of sustainability and operational excellence. These efforts not only position the company as a leader in its industry but also ensure its continued relevance and success in a rapidly evolving global landscape.

Technology & Innovation Initiatives in 2024

With a commitment to leveraging technology and innovation as key drivers of sustainability and operational excellence in 2024. The highlights of these initiatives are as follows:

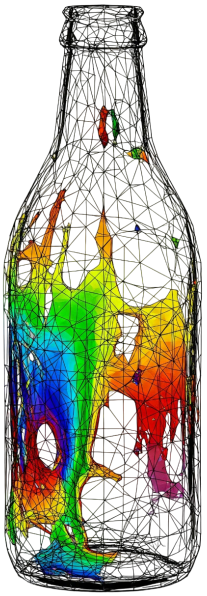
1. Innovation Research and Development Center

- **Sustainable Packaging**

  BJC has established Innovation Research and Development Centers across its business units to drive the advancement of cutting-edge technologies and innovations in packaging solutions. This initiative underscores BJC's steadfast commitment to promoting sustainable packaging by prioritizing environmentally friendly raw materials and developing lightweight, highly recyclable materials. These efforts align with the growing consumer demand for sustainable and eco-conscious packaging solutions.

  To drive this initiative, the company has identified two primary goals:

  1. Reducing Packaging Waste
     Transitioning to recyclable and reusable plastics or materials to significantly minimize environmental impact.
  2. Engaging and Educating Stakeholders
     Actively involving employees and stakeholders in adopting eco-friendly packaging practices through targeted supervision and education, fostering a collective drive toward sustainability.



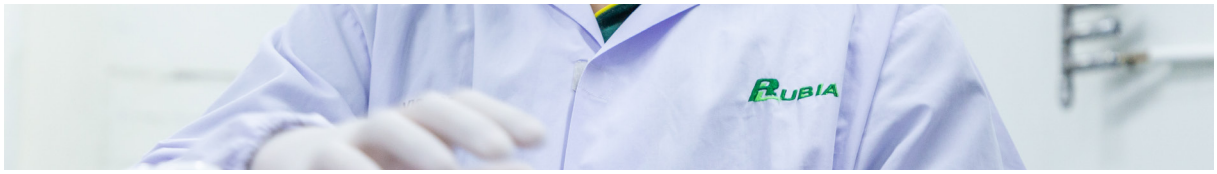
- **TGI: Reduced Weight project**

  Collaborating with customers to research and design lightweight glass bottles, utilizing the Narrow Neck Press and Blow (NNPB) forming process. This approach reduces the amount of raw material required for production and lowers transportation costs due to reduced product weight. It is estimated that this method reduces GHG emissions by an average of 3-19% $kgCO_2$ per bottle.

- **TBC: STAR can project**

  TBC conducted research and development to optimize aluminum can design, reducing the thickness of Aluminium can to 0.240 mm. This enhancement achieves an average 6.2-8% weight reduction per can, leading to an estimated reduction in GHG scope 3 emission of 4.9–6.3% gCO_2 per can.





- **RIL: Recyclable packaging project**
  - Developed DMP lotion and sunscreen using 100% recyclable plastic, achieving an annual cost saving of 0.3 million Baht. The fully recyclable DMP packaging equates to 6.2 tons per year, with a 15% reduction in plastic usage. This initiative also reduces GHG emissions by 1.6 tCO_2eq.
  - Implemented paper packaging reduction initiatives, including optimizing the cutting dimensions of soap wrappers, switching from bond paper to art paper, reducing the thickness of cosmetic product cartons from 5 layers to 3 layers and rearranging products in cartons from vertical to horizontal alignment to reduce carton size. These measures achieved an annual cost saving of 4.8 million Baht, reduced paper usage by 27 tons per year and reduced GHG emissions by 39 tCO_2e.

- **RIL: Plastic Packaging Reduction**
  - Developed and redesigned refill pouches for Parrot shower cream to reduce plastic and packaging usage. Additionally, optimized the design to decrease the weight of dmp plastic bottles. These initiatives achieved a total annual cost saving of 0.84 million Baht, reduced plastic usage by 35.5 tons per year and lowered overall GHG emissions by 235 tCO_2e.

100% Recyclable plastic





Reduce plastic and packaging usage



Decrease the weight from 45 g to 42 g

2. Investments in innovation or R&D to decrease energy consumption

- **TGI: AI Furnace**

  TGI has developed a glass melting furnace that integrates AI technology to precisely control furnace temperature, reduce energy consumption and enhance glass quality. The AI system optimizes the fuel-to-air ratio to lower greenhouse gas emissions while monitoring the quality of finished products to minimize waste and improve overall production efficiency. This innovation enhances sustainability and operational efficiency in the glass industry, with an estimated annual energy cost saving of approximately 2.5 million baht.

- **BJF: Heat recovery**

  BJF is installing recovery equipment to capture heat emitted from fryers used for heating frying oil. This system is expected to save natural gas costs for the chip production process by 2.44 million Baht per year and reduce GHG emissions by 254.18 tCO_2e annually.



3. Big C PLUS Application: Online to Offline (O2O)

Big C has developed the Big C PLUS online shopping platform, an application designed to enhance customer convenience by integrating shopping and rewards in one place. The platform leverages artificial intelligence (AI) to analyze and process Big Data, enabling the creation of personalized coupons, discounts, promotions and exclusive offers tailored to each customer's unique preferences.

By seamlessly integrating Omni-Channel retail experiences, bridging both offline and online shopping, Big C strengthens its market presence. With a network of over 1,700 branches nationwide serving as fulfillment centers, the platform ensures efficient product delivery.

Additionally, the rewards program is designed to provide a smoother, faster and more rewarding experience, making point accumulation and redemption easier, more valuable and better aligned with customer needs.

Moreover, in 2024, Big C partnered with Muang Thai Broker Co., Ltd. (gettgo), a subsidiary of Muang Thai Group Holding Co., Ltd., to introduce an online insurance

purchasing feature within the Big C PLUS application. This initiative aims to enhance convenience for customers seeking various types of insurance while elevating service standards. It also enhances the shopping experience, aligning with evolving consumer lifestyles in today's digital era.



Innovation for Society and the Environment

- **Climate Technology Collaboration**
  BJC has signed a Memorandum of Understanding (MOU) with Bangkok Industry Gas Co.Ltd., a leader in industrial gas innovation and greenhouse gas reduction technology. This collaboration aims to explore the feasibility of integrating hydrogen -powered forklifts into BJC's operations, which span across upstream, midstream and downstream business sectors. By adopting this sustainable solution, BJC seeks to reduce greenhouse gas emissions and enhance long-term business sustainability. This initiative marks the first study on the use of hydrogen forklifts in Thailand's retail sector.



- **Healthcare Innovation**

  As part of its strategic focus on advancing medical innovation within the healthcare sector, BJC has been appointed as the official distributor of the At-Home Kidney Disease Screening Test Kit (ALBII). Developed by a team of physicians and researchers from the Faculty of Medicine, Chulalongkorn University, in collaboration with public and private sector partners, this self-screening kit is designed to detect microalbuminuria — the presence of albumin protein in urine — an early indicator of chronic kidney disease. Early detection enables timely medical intervention and preventive care, helping to safeguard long-term kidney health.

  By providing a convenient, efficient and cost-effective solution for individuals to monitor their kidney health without the need for hospital visits, the ALBII test kit aligns with BJC's commitment to Nurturing Sustainable Living for All. This initiative reinforces our vision of fostering a sustainable future where every community prospers and no one is left behind.



- **Innovation Culture**

  BJC is dedicated to fostering a deep understanding of innovation and empowering employees to contribute valuable, creative ideas through structured training, practical implementation and idea generation. This commitment is realized through the Innovation Hub, a platform designed to harness employees' creativity and transform their insights into actionable projects that drive business growth and professional development.

  This initiative promotes internal innovation, facilitates knowledge exchange and establishes best practices to enhance operational efficiency, minimize redundant tasks and improve organizational agility in response to the evolving global market landscape. Ultimately, it seeks to cultivate a culture of innovation in which both leadership and employees actively collaborate to deliver meaningful value to the organization and society.

Technology and Innovation Training in 2024

1. **Generative AI Series**

   BJC is launching the Generative AI Series to enhance employees' ability to apply AI

effectively across all levels, fostering innovation and maintaining competitiveness.
Key Objectives:

- Lifelong Learning: Encouraging continuous skill development.
- Efficiency: Enhancing productivity through AI tools.
- Innovation: Embedding AI into workflows for a competitive edge.

Program Benefits:

- In-depth AI knowledge and practical applications.
- Improved efficiency and decision-making.
- AI-driven creativity and business growth.

Workshops:

1. **ChatGPT: Embracing AI & Unleashing Your Potential for The Future Challenges.** This session highlights the transformative impact of Generative AI, fostering knowledge sharing and discussions on its relevance in the current business landscape.
2. **ChatGPT for People Management.** Aimed at HR professionals and management teams, this workshop explores how AI tools can support human resource management, including employee engagement and decision-making.
3. **Unlocking Business Potential with Generative AI.** This session focuses on marketing and sales professionals, offering insights into leveraging AI for strategic planning, customer engagement and innovative marketing solutions.
4. **Generative AI for Finance and Accounting.** Tailored for financial and accounting professionals, this workshop covers practical applications of AI in financial analysis, forecasting and decision-making.
5. **Unlock The Ultimate AI Tools x10.** A flagship course aligned with BJC's Training Roadmap, designed to equip employees with a wide array of practical AI tools to improve daily work efficiency, problem-solving and innovation.
6. **ChatGPT for Business Mastery.** A specialized course for Big C, focusing on leveraging ChatGPT and other AI tools to enhance customer service, retail operations and business process optimization.
7. **Generative AI for Productivity Improvement.** Tailored for Big C employees, this program emphasizes practical AI applications for improving operational productivity, reducing repetitive tasks and streamlining workflows.
8. **Generative AI in Practice.** A hands-on course aimed at Big C teams, enabling participants to apply AI in real-life retail scenarios, from customer interaction to internal operations.
9. **Generative AI Assistant.** Developed for Big C teams, this program focuses on creating AI-powered virtual assistants to support day-to-day tasks, customer engagement and operational efficiency.
10. **AI for Smart Manufacturing** — A targeted course for TGI and TMG factory employees, focusing on deploying AI technologies in manufacturing processes to optimize production, quality control, predictive maintenance and energy management.

Total Participants: 723

This initiative underscores BJC's commitment to workforce development and sustainable innovation.





2. Lean Six Sigma Green Belts

BJC's Lean Six Sigma Green Belts Program enhances employees' ability to solve complex production issues, improving efficiency, reducing waste and driving continuous improvement.

Program Overview:

- Training and Duration: 176 hours (12-day Training and workshops, 8-day project implementation, 2-day evaluation).
- Key Tools: SMED, ECRS, Line Balancing, DOE, SPC, Minitab.

Impactful Projects:

- Reduced machine breakdowns & improved reliability (TGI).
- Optimized batch processes for energy efficiency (TGI).
- Improved product consistency by reducing deviations (TMG).
- Enhanced inventory management with stock analysis (TGI).
- Increased machinery capacity for higher output (CPC).

Total Participants: 149

This program reinforces BJC's commitment to operational excellence and sustainable business growth.





3. The Next AI Hackathon 2024

BJC launched The Next AI Hackathon to drive innovation and AI integration, running from May to September 2024. Employees from all units participated in expert-led learning sessions and developed groundbreaking AI solutions.

Winning Projects:

1st Place – DC Smart AI:

Streamlined customer service, reducing 1,500+ daily emails.

2nd Place – BearBuddy AI:

24/7 AI shopping assistant for enhanced customer support.

3rd Place – AI Biggy:

In-store AI assistant for faster product searches and multilingual support.

Total Participants: 13 teams, 52 employees

This initiative showcased BJC's commitment to cross-functional collaboration and AI-driven growth.

Winner



DC SMART AI

- Develop a complete customer service system (One Stop Service) to reduce coordination and follow-up through more than 1,500 emails each day. There is a Log. Number showing the status to the notifier and the recipient of the notification. Including the system showing the status. Product delivery at each branch
- Including the AI system will respond to information and Notification of the cost of pallet rental of the branch each day. and the amount of current assets kept at the branch is more than necessary.

1st Runner-Up



BearBuddy AI

Generative AI-powered Expert Shopping Assistant is a product designed to provide instant assistance to customers 24/7, enhancing their shopping experience and ensuring maximum satisfaction with online purchases. The key features are as follows:

- Automated FAQ Handling
- Smart Recommendation
- Shopping Planning

2st Runner-Up



A.I Biggy

The A.I Biggy shopping assistant improves customer experience in-store by reducing time spent searching for products or seeking staff assistance, in a fun and novel way. Customers can communicate in their native language, locate specific items, request product suggestions and access exclusive promotions / deals.

THE NEXT AI HACKATHON 2024

Generative AI

Technology and Innovation Awards in 2024

Big C received the Future Trends Corporates Awards in the Most Innovative category, recognizing its leadership in innovative creativity.





Big C won the 2024 ASEAN Enterprise Innovation Award in the Data and AI category at the ASEAN Innovation Business Platform (AIBP) Conference and Exhibition.

Big C has been honored with two Silver Awards at the Thailand HR Innovation Award 2024, presented by the Personnel Management Association of Thailand (PMAT). The awards recognize excellence in HR innovation in the following initiatives:



Employee Journey
for New Business (Donjai)



1-on-1 Coaching to Drive High
Leadership Performance

This achievement reflects Big C's commitment to HR innovation and talent development. As part of BJC, the company aims to integrate innovation into its operations, enabling employees to learn, adapt and strengthen their capabilities in alignment with the company's growth.

Employee Management

Exposure and Significance

In a rapidly evolving business landscape, effective employee management is fundamental to BJC's success and resilience. As workforce expectations shift towards greater inclusivity, well-being and career growth opportunities, BJC prioritizes fostering a supportive, diverse and high-performing environment. A well-engaged workforce enhances productivity, innovation and operational excellence, directly impacting long-term sustainability.

BJC recognizes that talent attraction, retention and development are key competitive advantages. Addressing challenges such as evolving workforce dynamics, digital transformation and skill gaps, the company ensures its people thrive through robust learning, well-being and inclusion initiatives. By integrating employee management into its sustainability strategy, BJC not only strengthens its workforce but also reinforces its leadership in sustainable business practices.

Employee Management Strategy

Berli Jucker Public Company Limited (BJC)'s employee management strategy reflects the belief that "everyone deserves the opportunity to thrive in a supportive and inclusive community where no one is left behind". This approach underscores the company's dedication to fostering a resilient organization where employees, communities and the environment all benefit from sustainable and inclusive practices. The employee management framework integrates initiatives that prioritize well-being, diversity and professional development, ensuring that the workforce flourishes in alignment with BJC's broader sustainability objectives.

Recognizing that effective employee management has a direct impact on both economic and societal progress, BJC focuses on fostering inclusivity, safeguarding human rights and supporting continuous skill enhancement across all levels of the organization. By ensuring equitable access to career development, promoting diversity in leadership and upholding fair labor practices, BJC strengthens job security, enhances workforce productivity and contributes to economic stability. Furthermore, through community-driven employment initiatives, education programs and responsible labor policies, the company not only elevates individual livelihoods but also fosters social cohesion and inclusive growth. By adopting this approach, BJC reinforces its position as a leader in driving positive change within the workplace and the broader community.

In response to global and local developments, BJC's strategy reflects key trends that continue to reshape employee expectations and workplace dynamics. These include the sustained demand for hybrid work models and increased support for mental health and well-being, as well as a heightened focus on diversity, equity and inclusion (DEI) as a core element of workplace culture. The rapid shifts in workplace practices have also underscored

the need for comprehensive employee development programs to address skill gaps and equip the workforce for future challenges. By implementing proactive measures that address these evolving trends, BJC reinforces its commitment to empowering its people and building a sustainable future for all.

BJC maintains a proactive and collaborative approach to labor-management relations, ensuring open communication channels between employees, management and worker representatives. In 2024, there were no recorded industrial disputes, strikes, or lockouts that resulted in lost working time across BJC's operations.

1. Human Capital Development

BJC values its workforce as its greatest asset, embracing a human rights-centered approach to development. Through continuous learning, mentorship and clear career pathways, employees are empowered to excel and reach their full potential. This investment fosters innovation, efficiency and customer satisfaction, while reducing turnover and boosting employee loyalty.

In a human-centric business era, BJC's focus on people strengthens its competitive edge. A skilled and engaged workforce consistently exceeds expectations, driving sustainable growth and operational excellence. By attracting top talent and aligning with industry trends, BJC ensures its market leadership.

Human capital development is more than a strategy for BJC — it's a core value. By nurturing its people, the company not only creates a motivated and high-performing team but also paves the way for a sustainable future, setting an example of responsible business in a rapidly evolving world.

Empowering a Diverse Workforce: Cultivating a Culture of Growth and Inclusion

BJC is committed to fostering a workplace culture that champions diversity, nurtures inclusion and prioritizes holistic employee well-being. Through innovative recruitment, robust talent development and a steadfast focus on gender equity, BJC creates an environment where every individual feels valued, empowered and positioned for success

1. Talent Acquisition and Retention Strategies:
BJC's recruitment practices expand the talent pool while promoting inclusivity. Mentorship programs and career pathways engage diverse candidates and drive retention, supporting long-term growth and success.

- In 2024, 62.21% of new employee hires were female, reflecting progress in gender diversity.

2. Continuous Learning and Development:
BJC's tailored learning programs, skill-building workshops and advanced resources empower employees to thrive in a dynamic business landscape. With transition assistance and career guidance, BJC fosters agility and ensures workforce resilience.

- Employees participated in an average of 126 hours of training per full-time employee in 2024.

3. Advancing Gender Equity and Inclusion:
Through targeted initiatives addressing pay gaps, representation and leadership diversity, BJC ensures equal opportunities and fosters a culture that values talent, dedication and innovation.

- Women represented 60% of the workforce in 2024, surpassing the 55% target.

4. Promoting Employee Well-being:
BJC prioritizes employee well-being with programs addressing physical, mental and emotional health. Offerings include medical programs, on-site clinic, exercise classes, office syndrome massage, mindfulness workshops and nutritious canteen options. Stress reduction initiatives and wellness programs encourage a balanced lifestyle, while engagement surveys and health screenings assess their effectiveness.

Employee Development Approach

Leveraging the momentum from its successful 2023 Learning & Development Activity Roadmap, BJC in 2024 continues to elevate its commitment to fostering a growth-oriented workforce. The company has refined its roadmap to establish a stronger framework for nurturing talent at all career stages, ensuring inclusivity by aligning training programs with individual aspirations.

BJC guarantees equitable access to these programs, enabling employees of all backgrounds and roles to thrive. Acknowledging diverse learning preferences, the company provides a comprehensive mix of online and offline training options, enhancing engagement and flexibility. By empowering employees to select from tailored development initiatives, BJC cultivates a culture of continuous learning and personal growth.

This strategic focus not only enriches BJC's talent pool but also equips its workforce with the agility and resilience needed in today's evolving global landscape. Ultimately, BJC reinforces its competitive edge and establishes itself as a leader in championing employee development and lifelong learning.

BJC Big C Learning Landscape

At BJC Big C, fostering a culture of continuous learning and professional growth is essential to driving business transformation, operational excellence and employee engagement. To achieve this, the company has developed the BJC Big C Learning Landscape, a structured and dynamic framework that ensures learning is accessible, engaging and aligned with both individual career aspirations and organizational objectives. This learning landscape replaces traditional learning models with a comprehensive, multi-dimensional approach, ensuring that employees at all levels have the resources, tools and support needed to excel in their roles and prepare for future leadership opportunities.

7 Pillars of the BJC Big C Learning Landscape:

The BJC Big C Learning Landscape is built on 7 core pillars, each designed to address key aspects of employee development:

1. Comprehensive Learning Approach

- Encompasses both functional and soft skills training, with a mix of online, classroom and experiential learning opportunities.
- Encourages employees to develop a broad skill set that enhances job performance and career progression.

2. Customized Development Programs

- Offers structured learning pathways such as On-the-Job Training (OJT), Change Agent Programs and Management Trainee Programs.
- Includes hackathons, contests and action-learning projects that encourage practical application of knowledge.

3. Informal and Peer Learning

- Promotes peer-to-peer knowledge sharing through initiatives such as Morning Coffee Sessions, Let's LEAD and ABC Club.
- Encourages employees to learn from each other, fostering a culture of collaboration and shared expertise.

4. Knowledge Management and Digital Learning

- Big C SharePoint serves as an internal knowledge-sharing platform, allowing employees to access expert insights and best practices.
- AI-driven learning tools provide personalized recommendations and skill assessments to enhance development.

5. Life-Long Learning and Career Growth Support

- Employees, particularly at the store level, receive financial support for non-formal and higher education programs.
- Encourages continuous professional development, ensuring employees remain competitive in the evolving job market.

6. Gamification and Incentives

- Employees earn points for participating in training, which can be redeemed for rewards, making learning more engaging.
- Recognizes top learners and encourages participation through competitive yet supportive learning environments.

7. Technology-Driven and Adaptive Learning

- Learning is integrated into daily operations, ensuring that employees receive relevant training in real-time as they perform their tasks.
- Omnichannel Learning allows employees to seamlessly blend digital, classroom and mentorship-based learning experiences

By embedding the BJC Big C Learning Landscape into its corporate culture, the company ensures that employees remain adaptable, skilled and empowered to drive business growth and sustainability

Training Hours and Training Cost

- Average hours per FTE of training and development: 126 hours
- Average amount spent per FTE on training and development: 656 baht
- The percentage of local FTEs data coverage: 100%

Employee Performance Management

The 2024 employee's performance evaluation was as follows;

Type of Performance Appraisal	% of Employees
Management by objectives: systematic use of agreed measurable targets by line superior	100
Multidimensional performance appraisal such as 360-degree feedback	100
Formal Comparative ranking of employees within one employee category	100

- BJC evaluates employee performance through a structured assessment framework, measuring individual success based on task completion, peer comparison within similar job groups and competency-based evaluation. This ensures transparency and fairness in performance reviews.
- BJC integrates performance evaluations into its compensation structure, ensuring that salary adjustments, bonuses and career advancements are aligned with individual achievements and contribution to organizational success.
- BJC utilizes performance evaluation outcomes to design targeted training and career development programs, ensuring employees receive necessary upskilling opportunities tailored to their career progression needs.

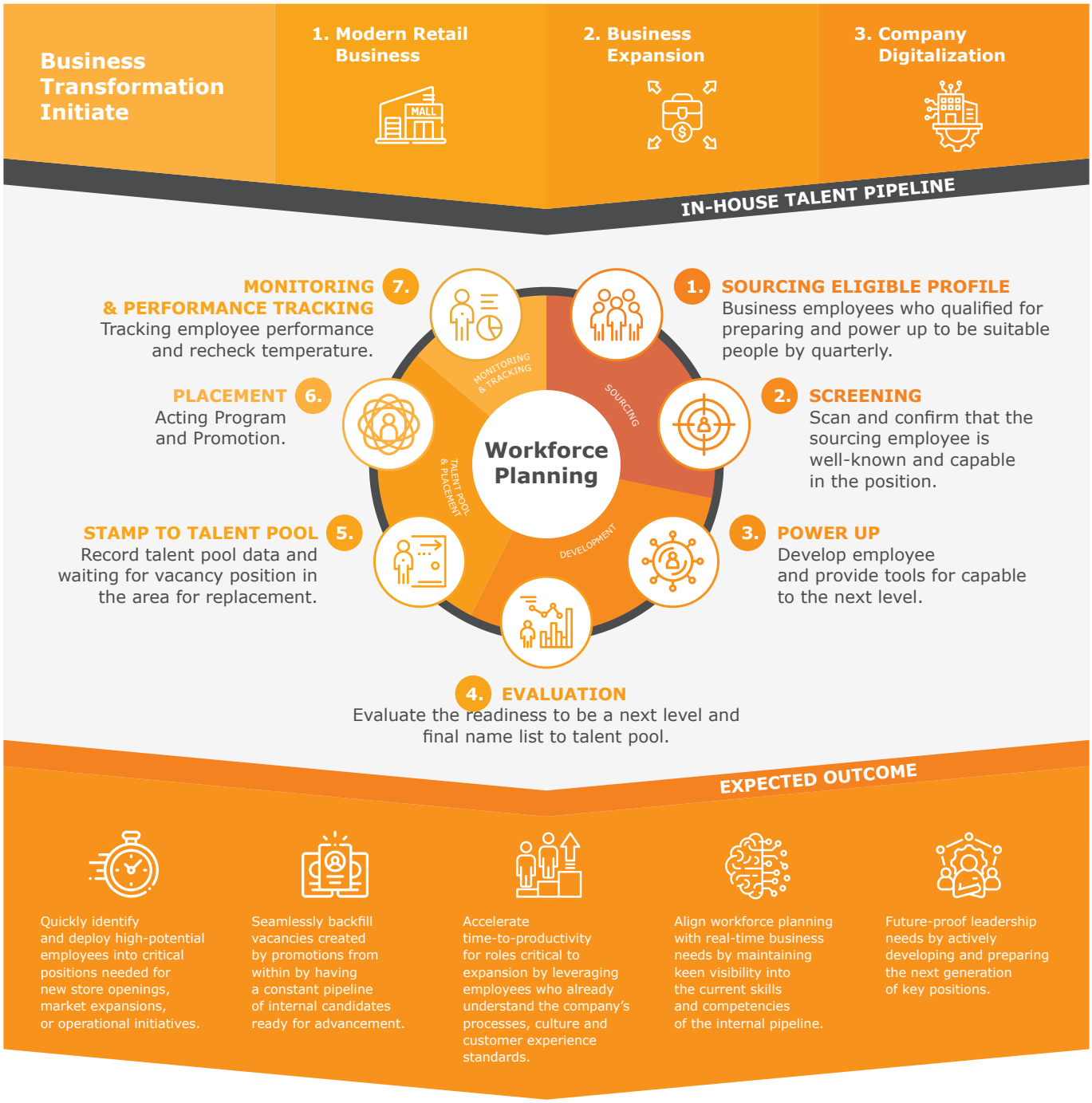
	Performance (%)	Target (%)
Percentage of employees receiving regular performance and career development reviews	100	100
Create sustainability knowledge and mindset training for new comers	100	100

BJC ensures that all employees, regardless of gender or employee category, receive regular performance and career development reviews as part of its structured talent management framework. These reviews provide employees with personalized feedback, skill development opportunities and career progression guidance.

Workforce Planning

BJC Big C has developed a workforce pipeline plan for all levels, including for different branches, which identifies candidates deemed suitable for each position. This approach ensures there is a successor ready for every role at every level, preventing any gaps in staffing. Including key position, we also follow a similar approach, ensuring there are successors in place with well-established criteria.

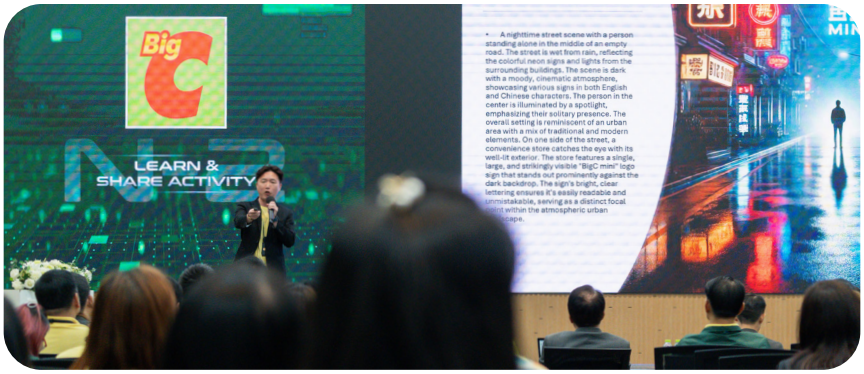
The selection process is thorough and well-defined, with clear criteria based on factors such as years of service, performance and potential. For instance, in the case of the Store General Manager pipeline, tools have been created to clearly outline the requirements for potential candidates. These criteria allow for immediate identification of suitable candidates.



2024 Initiatives

1. Generative AI Series

As part of its continuous efforts to promote lifelong learning and strengthen organizational capabilities, BJC is launching the Generative AI Series - Strategic Workforce Development Program in 2024. This initiative is designed to enhance employees' ability to apply Generative AI effectively and creatively across all levels and functions within the organization. By empowering employees with cutting-edge knowledge and practical skills, the program aims to foster innovation and ensure BJC remains competitive in the rapidly evolving business landscape.



The Generative AI Series has the following key objectives:

- Promoting Lifelong Learning: Encouraging employees to continuously expand their knowledge and adapt to technological advancements.
- Increasing Organizational Efficiency: Equipping employees with tools to utilize Generative AI effectively within their roles, driving higher performance across all business units.
- Fostering Innovation: Strengthening BJC's competitive edge by embedding Generative AI capabilities into workflows and decision-making processes.

Key Program Benefits

- Enhanced Understanding of Generative AI: Participants will gain in-depth knowledge of Generative AI and its applications in day-to-day tasks.
- Increased Operational Effectiveness: Employees will learn how to integrate AI tools into their work to improve efficiency and productivity.
- Innovation and Competitive Advantage: The program will inspire employees to adopt Generative AI as a driver of creativity and innovation in their roles.
- Workforce Readiness: Over 80% of participants indicated increased confidence in using AI to support their roles, demonstrating tangible upskilling success.

The Generative AI Series includes interactive, hands-on workshops divided into the following key focus areas:

- **ChatGPT: Embracing AI & Unleashing Your Potential for The Future Challenges.** This session highlights the transformative impact of Generative AI, fostering knowledge sharing and discussions on its relevance in the current business landscape.

- **ChatGPT for People Management.** Aimed at HR professionals and management teams, this workshop explores how AI tools can support human resource management, including employee engagement and decision-making.
- **Unlocking Business Potential with Generative AI.** This session focuses on marketing and sales professionals, offering insights into leveraging AI for strategic planning, customer engagement and innovative marketing solutions.
- **Generative AI for Finance and Accounting.** Tailored for financial and accounting professionals, this workshop covers practical applications of AI in financial analysis, forecasting and decision-making.
- **Unlock The Ultimate AI Tools x10.** A flagship course aligned with BJC's Training Roadmap, designed to equip employees with a wide array of practical AI tools to improve daily work efficiency, problem-solving and innovation.
- **ChatGPT for Business Mastery.** A specialized course for Big C, focusing on leveraging ChatGPT and other AI tools to enhance customer service, retail operations and business process optimization.
- **Generative AI for Productivity Improvement.** Tailored for Big C employees, this program emphasizes practical AI applications for improving operational productivity, reducing repetitive tasks and streamlining workflows.
- **Generative AI in Practice.** A hands-on course aimed at Big C teams, enabling participants to apply AI in real-life retail scenarios, from customer interaction to internal operations.
- **Generative AI Assistant.** Developed for Big C teams, this program focuses on creating AI-powered virtual assistants to support day-to-day tasks, customer engagement and operational efficiency.
- **AI for Smart Manufacturing** — A targeted course for TGI and TMG factory employees, focusing on deploying AI technologies in manufacturing processes to optimize production, quality control, predictive maintenance and energy management.

Total participants: 723 participants

By equipping employees with these advanced skills, the Generative AI Series reaffirms BJC's dedication to workforce development and its strategic commitment to nurturing sustainable living for all. The program will not only prepare employees for future challenges but also strengthen BJC's leadership position in leveraging AI for operational excellence and innovation.

2. The Next AI Hackathon

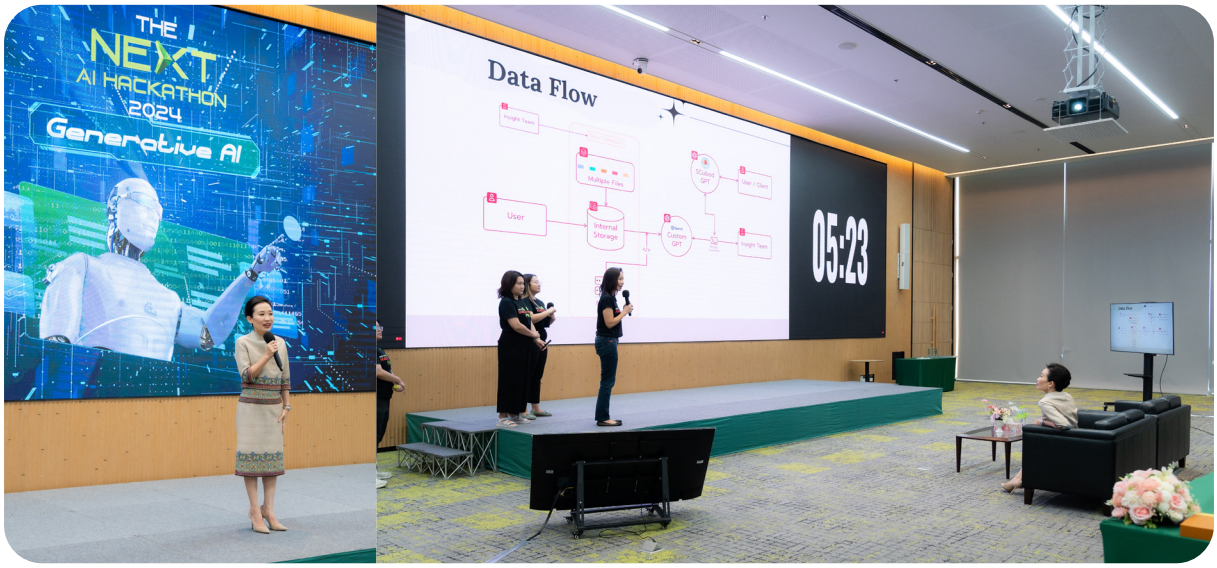
In 2024, BJC l "The Next AI Hackathon," an initiative aimed at fostering a culture of innovation and driving exponential growth through the integration of artificial intelligence. Running from May to September 2024, this program invited participants from all organizational units to create unprecedented innovations, steering BJC toward becoming a sustainable innovation workplace.

Participants engaged in a series of learning sessions led by external industry experts and mentors from BJC's Digital Transformation (DGT) division. These sessions provided essential

knowledge on cutting-edge AI technologies and practical applications, ensuring participants were equipped to deliver impactful projects.

The hackathon culminated in the development of three award-winning projects:

- First Place: DC Smart AI – An innovative one-stop service solution designed to streamline customer service operations. This system effectively reduced over 1,500 daily email communications by consolidating processes into an integrated platform, significantly improving efficiency and customer satisfaction.
- Second Place: BearBuddy AI – A generative AI-powered shopping assistant providing instant 24/7 customer support. This tool enhanced online shopping experiences and ensured maximum customer satisfaction.
- Third Place: AI Biggy – An in-store AI assistant designed to reduce the time customers spend searching for products or seeking help. By supporting multilingual communication and offering tailored product recommendations, AI Biggy revolutionized the in-store shopping experience.



Total participants: 13 teams, 52 participants

The hackathon attracted enthusiastic participation from employees across all levels, reflecting BJC's commitment to fostering cross-functional collaboration and leveraging diverse expertise.

3. Lean Six Sigma Green Belts

The Lean Six Sigma Green Belts Program equips employees with the knowledge and skills to analyze and resolve complex production and process issues, advancing BJC's commitment to operational efficiency, waste reduction and continuous improvement.

The program spans 176 hours, combining 12-day workshops for theoretical and hands-on learning, 8 days of guided project implementation and a 2-day evaluation and testing phase. Participants learn to apply Lean tools such as SMED for setup time reduction and ECRS for workflow optimization, alongside advanced Six Sigma methodologies like Line

Balancing, Design of Experiments (DOE) and Statistical Process Control (SPC). Analytical tools like Minitab further enhance their ability to deliver data-driven solutions.



Employees across BJC's plants have successfully implemented impactful projects, including:

- Decreasing machine breakdowns and improving equipment reliability (TGI).
- Optimizing batch processes to enhance energy efficiency (TGI).
- Reducing standard deviation in key production variables, improving product consistency (TMG).
- Implementing a stock analysis program, improving inventory management (TGI).
- Enhancing capacity of critical machinery for higher throughput (CPC).

Total participants: 149

Through the Lean Six Sigma Green Belts Program, BJC continues to cultivate a culture of innovation and efficiency, aligning with its strategic commitment to operational excellence and sustainable business practices.

4. Big C's Retail Service Enhancement Program 2024

Big C's Retail Service Enhancement Program in 2024 remains a vital aspect of the company's commitment to prioritizing customer satisfaction within the framework of the "Customer@ Heart" initiative. With a persistent focus on refining service quality and aligning employee behavior with corporate values, Big C aims to reduce customer complaints and enhance satisfaction levels. Building on the successes of 2023, the program introduced new campaigns, expanded training reach and integrated advanced monitoring mechanisms to strengthen service standards across all touchpoints.

Key Initiatives and Campaigns

In 2024, Big C reinforced its commitment to exceptional customer service through targeted initiatives.

- The **Premier Service Touchpoint Awards** recognized top-performing stores for restroom excellence, parking lot quality and customer service counter performance, while providing tailored feedback to underperforming stores.
- The **Feel the Fresh Air** Campaign shared techniques to improve restroom cleanliness and the **Evaluator Awards** celebrated top evaluators for their contributions to service assessment.
- A robust **Service Monitoring Project** ensured consistent quality through initiatives like the **Service Detail Walk**, which assessed 15 key customer touchpoints and staff behavior evaluations by Store General

Managers (SGMs) and service coordinators. Performance dashboards, updated weekly and enhanced with Mystery Shopping and Voice of Customer (VOC) scores, provided actionable insights for improvement.
- To foster continuous learning, biweekly **Care to Win Hearts** posters and service materials were distributed to branches.
- The **Service Idol of the Month** Campaign celebrated exemplary service teams, motivating employees to achieve service excellence. These initiatives underscore Big C's focus on creating positive customer experiences and driving service quality across its operations.

Expanded Training Programs

1. Outstanding Service Enhancement
- Course Content: Enhanced modules emphasize active listening, clear communication and exceeding customer expectations.
- Outcomes: In 2024, the program trained 19,948 employees, a 57.4% increase from 12,672 in 2023. The expanded reach reflects Big C's commitment to instilling a customer-centric ethos throughout its workforce.

2. Leading the Service Team
- Target Audience: General Managers (GMs) across hypermarket and market formats.
- Participation Rate: Achieved a high engagement rate of 78% (125 out of 161 targeted GMs).
- Focus: Developing leadership skills to foster team motivation and ensure consistent delivery of exceptional service.

Measurable Outcomes and Future Goals
- Customer satisfaction improved significantly, with VOC and Mystery Shopper evaluations integrated into performance tracking. In 2024, 93% of customers reported satisfaction with Big C's products and services, consistent with previous years and a testament to sustained service excellence.
- Professional Development: Employees gained critical service skills, including active listening, problem-solving and conflict resolution, enhancing career advancement opportunities.
- Total 20,073 participants (19,948 employees and 125 GMs)

Big C's Retail Service Enhancement Program in 2024 underscores the company's dedication to setting industry benchmarks for customer satisfaction. By equipping employees with advanced skills and fostering a service-driven culture, Big C continues to strengthen its leadership in the dynamic retail marketplace. The program's ongoing evolution will drive sustainable growth and ensure exceptional customer experiences in 2025 and beyond.

2. Talent Attraction and Retention

Management Approach

Berli Jucker Public Company Limited (BJC) recognizes its people as the cornerstone of its success, prioritizing employee engagement, well-being and inclusivity to foster a thriving and innovative workforce. By cultivating a workplace culture centered on respect, empowerment and purpose, BJC ensures that its employees remain motivated and

prepared to meet the evolving challenges of a dynamic global landscape.

In 2024, BJC enhanced its approach to attracting and retaining top talent by embedding meaningful opportunities for professional development, prioritizing well-being and advancing inclusivity.

Building upon the foundation of its **Happy Workplace** initiative, BJC implemented targeted programs to empower employees and drive organizational resilience, including:

- **Diversity, Equity and Inclusion (DEI):** Advancing fairness and representation through leadership training and inclusive practices across all levels.
- **Human Rights and Non-Discrimination:** Strengthening policies and mechanisms to embed respect, equity and dignity throughout operations and the value chain.
- **Performance-Based Pay Framework:** A strategic compensation model designed to drive efficiency, optimize performance outcomes and inspire employees to achieve standardized goals while ensuring fair and equitable remuneration.
- **Work-Life Harmony Solutions:** To enhance work efficiency and Health & Well-being Support, such as wellness programs, mental health counseling and comprehensive benefits, fostering a sustainable organizational culture and attracting top talent to stay with the company in the long run.

These initiatives demonstrate BJC's commitment to fostering an engaged and empowered workforce that contributes to long-term success and societal progress.

Related policies:

Human Rights Policy

Diversity and Inclusion Management and Non-Discrimination Policy

Living Wage Policy

BJC ensures that its company policy on labor standards, including employee rights, fair treatment and workplace ethics, is effectively communicated to all employees through formal induction programs, training sessions and accessible HR policy documentation. All employees receive and acknowledge these policies upon hiring, ensuring alignment with BJC's commitment to ethical labor practices and compliance with national and international labor regulations.

BJC is committed to fair and inclusive employment practices, ensuring job opportunities are accessible to underprivileged groups, including individuals from deprived backgrounds and those with poor social status. BJC provides equal access to employment, skills development and career growth opportunities, reinforcing its commitment to DEI.

At BJC, our 2024 achievements in talent attraction and retention reflect our unwavering commitment to nurturing sustainable living for all. As the cornerstone of our operations, a thriving workforce enables us to deliver innovative, sustainable solutions aligned with our corporate sustainability strategy and the evolving expectations of our stakeholders.

2024 Highlights

- **Strategic Talent Development:** BJC expanded its R-U-N (Reskill, Upskill, New Skill) competitive skills program, providing tailored development roadmaps for employees. Employees were supported with training opportunities, including 1-on-1 coaching and leadership seminars, ensuring their readiness to meet future challenges.
- **Well-being Focus:** Building on the success of our "Thriving Together" initiative, we enhanced employee well-being programs with additional benefits, focusing on creating a collaborative and caring culture. The example of the benefits included stress management workshops, mindfulness training and family-friendly workplace policies.
- **Innovation and Inclusivity:** Through our **Innovation Hub**, we launched a platform to gather creative ideas from employees, leading to actionable projects that support business growth and employee empowerment. BJC's inclusion efforts also advanced, showcasing our dedication to equity and diversity.
- **Retention Success:** The implementation of a revamped performance management system, featuring biannual evaluations and premium bonus pay structures for high performers, contributed to reducing regrettable turnover.

Alignment with BJC's Sustainability Vision

Our talent strategies are deeply intertwined with our corporate purpose: "Nurturing Sustainable Living for All". By empowering our people, fostering belonging and driving innovation, BJC creates a resilient and engaged workforce that serves as the backbone of our sustainability achievements.

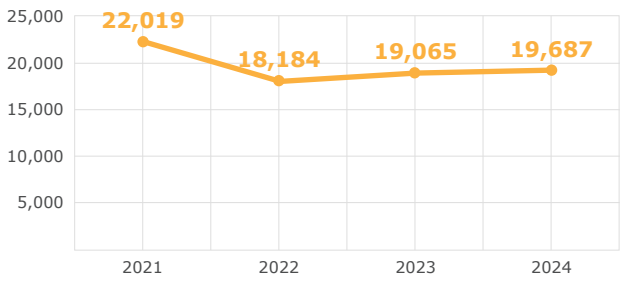
- **Attracting Talent through Employer Branding:** BJC's focus on creating a compelling Employee Value Proposition (EVP) underpinned by opportunities for career growth, an inclusive culture and well-being enhanced its reputation as a desirable employer.
- **Retention as a Competitive Advantage:** BJC's focus on reducing turnover and retaining top talent supports our long-term goals for operational excellence and innovation. Our retention strategies directly align with GRI 401 (Employment) and 404 (Training and Education), demonstrating BJC's leadership in sustainable workforce practices.

Future Commitment

As we look to 2025, BJC is committed to fostering a culture where every employee thrives. Building on the momentum of 2024, we will:

- Expand the Innovation Hub to include cross-functional collaborations that foster creativity.
- Develop advanced DEI training for leaders and employees.
- Roll out personalized career pathways leveraging AI-driven learning platforms.

Total Number of New Employee Hires



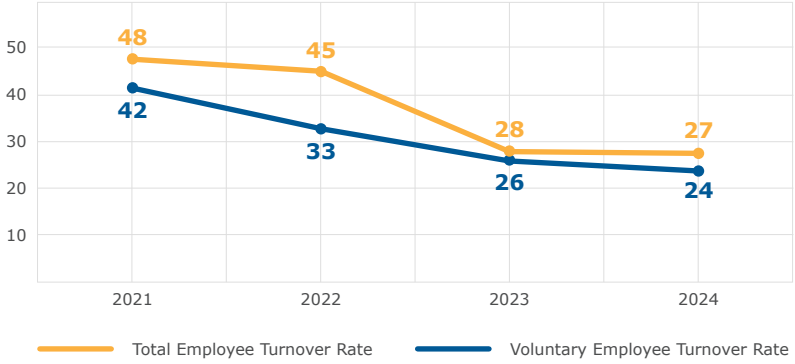
BJC's dedication to sustainable workforce practices ensures that we not only meet but exceed global expectations for talent attraction and retention. Together, we continue to build a future where our employees drive meaningful change, aligned with our vision of nurturing sustainable living for all.

Turnover Rate

In 2024, BJC continued to address the challenge of high turnover rates in the retail sector, building on the momentum of its successful initiatives in the previous year. Recognizing the importance of retaining skilled talent, the company focused on strategic measures to enhance employee satisfaction and loyalty. These efforts encompassed competitive compensation and benefits, strategic hiring practices, employee recognition programs and clear career progression pathways. Additionally, BJC prioritized fostering a positive work environment by emphasizing work-life balance and ensuring employees feel valued and supported.

The company's initiatives have delivered measurable results, with turnover rates showing significant improvement. The total employee turnover rate decreased from 28% in 2023 to 27% in 2024, while voluntary turnover dropped from 26% to 24% during the same period. These reductions highlight the success of BJC's strategies in creating a more stable workforce. In 2024, the company remains dedicated to further lowering turnover rates by implementing data-driven strategies and expanding its efforts to enhance employee retention.

BJC's comprehensive approach to turnover management covers 100% of all full-time equivalent (FTE) positions globally, ensuring informed decision-making and targeted interventions to address turnover challenges effectively. By cultivating an environment where employees are engaged, motivated and empowered, BJC continues to solidify its position as an employer of choice in the retail industry, driving long-term success and sustainability.



Data Coverage 100% of all FTE Globally

Workplace Diversity, Equity and Inclusion

In 2024, BJC reinforced its leadership in workplace diversity, equity and inclusion (DE&I), building on its longstanding commitment to human rights and inclusive practices. The company's achievements were underscored by its ranking as 1st in Thailand and 11th globally for gender equality by Equileap, a testament to its dedication to fostering an equitable and inclusive workplace.



BJC maintained gender balance across its workforce, with women making up 60% of all employees. Women held 58% of top management roles, highlighting the company's success in breaking barriers at senior levels. Additionally, women accounted for 60% of employees in STEM-related positions, showcasing BJC's efforts to empower women in traditionally male-dominated fields. Beyond gender diversity, BJC continued to embrace a multicultural workforce, employing individuals from Southeast Asia and beyond, creating a vibrant and dynamic workplace.

The company also upheld the principle of freedom of association, with 3.38% of employees represented by independent trade unions or covered by collective bargaining agreements, reinforcing its commitment to equity and employee empowerment.

Looking ahead, BJC remains focused on advancing its DE&I strategy, recognizing its importance in driving innovation, creativity and long-term success. By fostering an inclusive culture that attracts top talent and empowers all employees to thrive, BJC continues to set benchmarks for workplace inclusivity in Thailand and on the global stage.

Disability Inclusion Efforts in 2024

At BJC, fostering inclusivity and diversity remains central to the corporate ethos, emphasizing equal opportunities based on capabilities and organizational alignment rather than individual characteristics. In 2024, the company continues its proactive efforts to integrate individuals with disabilities into the workforce, building on the foundation established in previous years. In 2024, BJC welcomed 384 individuals with physical disabilities, representing 2% of total new full-time employees and the momentum continues with a focus on expanding inclusion further.

BJC's commitment to disability inclusion goes beyond recruitment. The company ensures a supportive environment for all employees by providing tailored support programs, accessibility accommodations and ongoing training initiatives that empower individuals with disabilities to thrive professionally and personally.

Living Wage

BJC recognizes the importance of fair compensation that enables workers and their families to meet basic living needs. In line with global responsible business practices, BJC supports

the principle of a living wage, which includes the base salary necessary to cover essential costs such as food, housing and clothing—alongside other basic needs like healthcare, transportation and education.

The company is committed to assessing whether current wage levels meet living wage benchmarks across its operations and value chain. BJC aims to promote fairness, reduce income inequality and foster long-term well-being for its workforce and stakeholders.

Employee Engagement

In 2024, BJC reaffirmed its dedication to fostering a supportive work environment that prioritizes employee well-being. Recognizing its workforce as the cornerstone of organizational success, the company focused on initiatives that promote physical, mental and financial health. Additionally, it offers family-friendly policies to support parents, such as spousal care leave, Kids Club, nursery and other childcare services.

Organize regular well-being activities, workshops and stress management programs for employees and their families, while cultivating a sense of belonging. Through these efforts, BJC continues to create an inclusive workplace that employees regard as a second home.



Reward & Recognition Programs

The Rewards Program at BJC empowers employees through a well-structured compensation system that integrates performance-based incentives and comprehensive benefits. It strikes a balance between short-term rewards — such as performance bonuses and incentives — and long-term benefits like base salary, premium packages and talent payments. This approach promotes individual growth, encourages team collaboration and ensures alignment between employee contributions and organizational objectives. By fostering fairness, motivation and engagement, the program supports a high-performance culture across the organization.

The Recognition Program is built around four key initiatives, strategically structured to balance both formal and informal recognition while addressing individual contributions and company-wide impact. This comprehensive and inclusive framework ensures that employees feel valued and appreciated through various initiatives such as Recognition Day, Recognition Cards, Celebrating Success and Appreciation Awards.

Initiative	Description	Objective	Key Expected Result	2024
Recognition Day	A formal event dedicated to celebrating outstanding employee achievements.	Foster a sense of pride and belonging by publicly acknowledging contributions.	Increased employee morale and retention through public acknowledgment.	• Top Performance Award • Top Operation Award • Top Sale Achievement • Best Service Award • Best Employee Award
Celebrating Success	Ongoing acknowledgment of milestones, exceptional performance and key efforts.	Create a culture of appreciation and motivation to excel.	Higher employee engagement and consistent alignment with company goals.	• Organization: Thailand Most Attractive Companies 2024 • Organization: Top 50 companies in Thailand 2024 • Individual: 1st runner up Mister Global Thailand 2024 • Individual: Top 11 Gamers 8 Tekken 7 Nations Cup 2024
Appreciation Awards	Formal awards recognizing employees for exemplary actions, such as assisting customers during critical situations or going above and beyond in their roles.	Encourage and reward behaviors that demonstrate compassion, responsibility and customer focus.	Enhanced customer satisfaction and strengthened employee commitment to core values.	• 28 employees were recognized for their exemplary actions in 2024
Recognition Cards via Internal Platform (Big C Connect)	A digital platform enabling peer-to-peer and manager-to-employee recognition.	Promote inclusivity and immediacy in employee appreciation efforts.	Strengthened teamwork and increased usage of internal communication tools.	• Leaderboard Sender/ Recipients for recognition by monthly

Engaging Communication and Feedback

BJC is committed to fostering an engaging and inclusive workplace by maintaining transparent communication and effective feedback mechanisms. To ensure accessibility for all employees, the company integrates a variety of communication tools, including:

- Mobile Applications for seamless updates and interaction
- Social Media Channels – Platforms like BJC Big C Facebook to strengthen community and belonging
- Town Hall Meetings and Group Meetings to encourage open dialogue
- 1-on-1 Coaching for personalized support and development
- Survey Forms for feedback and complaints, ensuring employee voices are heard

BJC conducts annual employee engagement and satisfaction surveys to assess workplace morale, identify areas for improvement and enhance employee retention strategies. The insights gathered are analyzed to implement targeted initiatives that enhance employee well-being, refine career development programs and improve workplace conditions.

BJC ensures transparency in employee engagement results by communicating through annual sustainability report.

Commitment to Employee Engagement

In 2024, BJC achieved a strong overall engagement rate of 82.5%, reflecting the success of its targeted engagement strategies. By fostering transparency and maintaining proactive

communication, the company provides employees with advance notice of significant operational changes, ranging from one week to six months (minimum notice period) and it is specified in the collective agreement. Engagement trends demonstrate robust involvement across all demographics, including employees over 50 years old, with stable or improved levels among various management tiers.

By integrating recognition, communication and inclusivity into its employee engagement strategies, BJC continues to create a motivated and thriving workforce prepared to drive sustained organizational success.

Actively Engaged Employees (%)			
Age Group	**2022**	**2023***	**2024**
More than 50 years	77	80	81
Between 30 to 50 years	73	84	81
Less than 30 years	70	85	83
Management Level	**2022**	**2023***	**2024**
Top Management	92	100	79
Management	72	86	85
Junior Management	69	81	82
Supervisor	72	81	80
Officer	75	82	82

**2023 Data has been recalculated for more accuracy.*

BJC's commitment to employee satisfaction has earned significant recognition on both national and international levels.

BJC Big C was honored as one of the "Top 50 Companies in Thailand 2025" by WorkVenture, ranking 8th in a survey of young professionals. This achievement highlights BJC's outstanding employee benefits, well-being initiatives and inclusive workplace practices, positioning it as a model employer for the next generation.

Furthermore, BJC received the prestigious "Thailand Best Employer Brand Awards 2025" from the World HRD Congress and CHRO Asia, recognizing its effective HR practices, positive workplace culture and strong commitment to employee development and diversity. These accolades reaffirm BJC's success in building a "Happy Workplace" where employees thrive and grow sustainably.

BJC's reputation as an exceptional employer was further strengthened by being named "Best Places to Work in Thailand 2024" by WorkVenture, a testament to its dedication to ensuring that employees feel supported, valued and motivated. By addressing all aspects of employee well-being — physical, mental and financial — BJC has created a workplace that fosters loyalty and long-term success.

Additionally, BJC Big C was recognized as one of HR Asia's Best Companies to Work for in Asia 2024, reinforcing its reputation not only as a top employer in Thailand but also as one of the most desirable workplaces across Asia.

Highlight Employee Engagement Activities 2024

Employee Engagement Initiative Programs are implemented through the company's policies, incorporating the concept of **"Bringing a Better Life for All"** and activities. It is developed through five pillars.

1. Better Health Initiative becomes Better Productivity

Physical Health:

- Cardio and Yoga exercise class is organized twice a week and all employees are welcome to attend.
- Fitness center located at BJC's head office is open for all employees between 06:00 – 22:00 hours, weekday.
- Office Syndrome Massage once a month.
- Sport Challenge are short-term behavior change contests, interventions and team activities designed to improve health and employee morale
- Flexible working hours BJC extended the scope of the flexible working hours, allowing employees to start work from 7:30 - 10:00, finishing when they have completed 8 hours of work. This allows employees to avoid congestions on public transports during the normal working hours of 8:00 – 8:30 am, reducing the exposure risk to the virus.

Mental Health:

- Be talk class twice a year , "Mental Health Awareness Workshop" (Art Therapy, Music Therapy and Mental health Talk) are designed for all employees. It builds understanding of mental health issues and breaks down stress.
- Merit-making and Meditation practice once a month on Buddhist holy day
- Work-life balance program: The program offers flexible work arrangements, remote work options to support a healthy work-life balance and prevent burnout.
- Positive work culture: Nurturing a culture of open communication, collaboration and respect, the program creates an environment where employees feel valued, reducing stress factors like excessive workload and conflicts.
- Training and development: Through training in areas such as time management and stress reduction techniques, the program equips employees with tools to effectively manage stressors.



By addressing these aspects, the program actively supports stress management, creating a happier and more productive workforce.

2. Better to be Proud Initiative becomes Royalty Employee

- **Long Service Award** to recognize loyalty for working with BJC for a certain length of time (10, 15, 20, 25, 30, 35, 40, 45 Years).
- **Employee's Children Scholarship Program** to provide morale and encouragement to the children of employees who have good academic results and have qualifications according to the criteria set by the company Including helping to relieve the burden of expenses for employees.
- **Retirement Award to** recognize employee dedication and commitment before retirement.
- **Recognition Programs** designed to acknowledge and celebrate the efforts and achievements of employees, (ex. **Recognition Award Event, Time to Recognition Event (Promotion), Employee Compliments and Rewards, Recognition Card).**
- **Employee Branding** (Internal and External): BJC received 24 HR awards in 2024, we promote content on Internal platforms (email, Line OA, Newsletter) and multiple social media platforms, Facebook, LinkedIn, TikTok via Hashtag **#ProudtobeBJCBIGC**.

3. Better Community Initiative becomes Sustainability and Happy Workplace

- **Staff Activities:** Staff Party, Birthday Party, Happy Friday Party (Drink & Music), Birthday Party, Sport Day
- **Seasonal Activities & Decoration:** Valentine's Day, Songkran Day, Mother's Day, Halloween Day, Christmas Day
- **Family Activities:** Family Day, Kids Sanook
- **Challenge Activity:** Big C Employee Brand Ambassador, Born to be MC, Singing Contest
- **CSR Activities:** For Education, Environment, Religion and Culture and Public Health and Community well-being
- **Diversity Equity and inclusion Activities:** Pride Month Celebration & Decoration, "Senior 60+ (Pee-yai Fai-rang)", "Disability Inclusion" and "Dual Education" programs, "Business, Gender Diversity and the Path Ahead" Forum.



4. Better Workplace Initiative becomes Employee Engagement

- **"BJC Big C Kids Care" Childcare Centre:** for children aged 1–3 years to support employees' children at BJC Big C Headquarter aiming at promoting safe and enriched environment for children during parents' working hours, the centre will help enhance employees' work-life balance, offering peace of mind while ensuring that their children receive quality care through learning activities, proper nutrition and safe environment.
- **Diversity policies for all genders:** Diversity toilets, Leave for gender affirmation surgery, Maternity leave, Parental leave, Paternity leave, Leave to care for adopted child.
- **Work environment:** Lobby, Meeting Room, Locker, Co-Working Space, Canteen, Wawee Coffee & Cocoa Dutch Flagship Kiosk, Green Office, Kids Zone, Breastfeeding Room, Party & Socializing Zone, Collaboration Zone, Smart Office, Muslim Prayer Room, Auditorium, Fitness, Big C mini (supermarket), Oasis Garden Zone.

eNPS Survey in each Activity

The Employee Net Promoter Score (or eNPS) is a metric tool, BJC used to measure employee engagement and loyalty towards a business and to improve employee satisfaction and engagement. Loyal employees and leverage better business outcomes. The survey results are shown in BJC Sustainability Website.

Trend of Employee Engagement

	2021		2022		2023*		2024	
Actively Engaged Employees (%)	79		82		82.1		82.5	
	M 78	F 79	M 81.5	F 82.5	M 81.1	F 83.1	M 81.5	F 83.5

**2023 Data has been recalculated for more accuracy.*

The Employee Engagement survey data reflects responses from 100% of the surveyed full-time equivalent employees (FTEs), ensuring comprehensive representation of the engaged workforce within the sampled population.

Key focus - Recognition Engaged Employees

	2023	2024
Actively Engaged Employees (%)	63%	70%

Awards and Recognitions

- Human Rights Awards 2024
    - Presented by the Rights and Liberties Protection Department, Ministry of Justice, Thailand.
- Top 50 Companies in Thailand 2024 (Ranked 12th Place)
    - Recognized by WorkVenture.





- HR Excellence Awards 2024 (Thailand) – Gold Award in Excellence in Retention Strategy
    - Awarded by Human Resources Online, Singapore.



- HR Asia Best Companies to Work for in Asia 2024
    - Recognized by HR Asia, a leading HR publication in Asia.
- Thailand HR Innovation Award 2024 – Silver Award
    - By the Personnel Management Association of Thailand (PMAT).
    - Recognized for two projects: Employee Journey for New Business (Donjai) and 1-on-1 Coaching to Drive High Leader Performance.







- HR Experience Awards 2024 (Thailand)
    - Recognized by Human Resources Online, Singapore, with multiple awards, including: Overall Talent Acquisition Award, Gold in Best Employer Branding, Gold in Best In-House Candidate

Experience, Gold in Best Campus Recruitment Strategy, Silver in Best First-Time Manager Program, Silver in Best Executive Coaching Program, Silver in Best Career Development Program, Silver in Best Onboarding Experience, Bronze in Best Recruitment Referral System, Bronze in Best Soft Skills Training Program.



- Thailand Labor Management Excellence Award
    - Awarded by the Department of Labor Protection and Welfare, Ministry of Labour, Thailand
- Excellent Practices Establishment on Labor Relations and Welfare Award (18th Consecutive Year)
    - Awarded by the Ministry of Labour, Thailand
- Certificate of Honor for Contributions to the Social Security Office
    - Awarded to Big C by the Social Security Office, Thailand.
- Outstanding Contribution to Persons with Disabilities
    - Awarded to Big C by the Senate Committee on Social Development and Affairs of Children, Youth, Women, Elderly, Persons with Disabilities and the Underprivileged.

3. Occupational Health and Safety

Management Approach

BJC prioritizes occupational health and safety (OHS) as a fundamental core value, surpassing mere corporate responsibility and sustainability endeavors. The company steadfastly commits to preventing workplace injuries, illnesses and fatalities, ensuring the physical and mental well-being of its workforce while significantly contributing to the organization's long-term sustainability.

BJC implements a comprehensive OHS strategy that integrates legal compliance, industry best practices and proactive risk management. The company ensures strict adherence to local and international occupational health and safety laws, including Thailand's Occupational Safety, Health and Environment Act and relevant labor protection regulations. This framework aligns with ISO 45001:2018, reinforcing a structured approach to hazard identification, risk assessment and incident prevention.

Key initiatives include knowledge dissemination, awareness campaigns, rigorous safety protocols and continuous performance monitoring. BJC mandates regular safety audits, compliance checks and risk assessments to ensure ongoing regulatory alignment and to

enhance workplace safety culture. By integrating legal requirements with global standards, BJC strengthens its commitment to protecting employees, contractors and all stakeholders across its operations.

To reinforce its dedication, BJC established the BJC Worker Health and Safety Committee, facilitating employee and contractor engagement in monthly management meetings. Moreover, the company has implemented a Systematic Occupational Health and Safety Management System (OHSMS) and a comprehensive Safety, Occupational Health and Working Environment Policy across all operations and subsidiaries. These frameworks aim to optimize safety, minimize risks and ensure the well-being of all associated individuals. By prioritizing occupational health and safety, BJC not only meets legal and ethical obligations but also fosters a culture of care and responsibility, positioning itself as a regional leader in workplace safety through ongoing initiatives and adherence to stringent standards.

BJC Worker Health and Safety Committee

The BJC Worker Health and Safety Committee plays a crucial role in overseeing occupational health and safety (OHS) compliance across all business units and the company's workforce. Serving as a dedicated representative for employees and contractors, the Committee ensures that their voices are heard in monthly management and Safety, Health and Environment (SHE) meetings, underscoring BJC's commitment to upholding the highest safety standards and exceeding compliance requirements. By actively soliciting feedback and engaging in proactive discussions, the Committee prioritizes the concerns and well-being of employees and contractors, ensuring that safety remains a paramount consideration in all operational decisions.

Through its proactive stance, the BJC Worker Health and Safety Committee enhances its ability to identify hazardous environments, investigate incidents, conduct audits and inspections and deliver targeted training to strengthen the Occupational Health and Safety Management System (OHSMS). The Committee's multifaceted approach, aligned with ISO 45001 and ISO 14001 standards, includes annual management reviews of the OHSMS, demonstrating BJC's dedication to continuous improvement in workplace safety and health. By fostering open communication and proactive engagement, the Committee empowers employees and contractors to contribute actively to enhancing workplace safety, reflecting BJC's unwavering commitment to creating a supportive environment where everyone can thrive and contribute to the company's success.

Occupational Health and Safety Risk and Hazard Assessment

BJC regularly identifies risks and hazardous environments in its operation to ensure the risks of accidents and injuries are minimized. At least twice a year, BJC will conduct occupational health and safety assessments in accordance with ISO standards. The investigation process is as follow:



Whenever an employee is suspicious of a risk related to health and safety, the risk should be reported to the relevant supervisors. All identified risks will be recorded in the centralized system and the reporter would be protected against any reprisals by the process as show as abovementioned diagram. For details more detail of each step, it is disclosed on website as the following link. However, if an employee feels unsafe about the working environment, they have the right to remove themselves from the work situation, which could result in injury or illness. To finish, if a hazardous event occurs in an operation that poses an obvious OHS risk, BJC will disclose the incident to all subsidiaries for investigation, in order to reduce the possibility of a similar incident occurring in other subsidiaries and to ensure this type of incident will be minimized.

BJC Sustainability Website

BJC and its subsidiaries use the Lost-Time Injury Frequency Rate (LTIFR) as quantified targets. Twice a year, risk assessments will be conducted. The identified high risk would be prioritized and integrated into action plans to address the risk and prevent it from happening.

BJC has continuously developed and implemented a structured hierarchy of controls to manage occupational health and safety (OHS) risks across its operations, covering employees, contractors and relevant activities. The company prioritizes hazard elimination where possible, such as redesigning workflows to remove unsafe conditions. When elimination is not feasible, BJC applies substitution controls, including replacing hazardous materials with safer alternatives.

Engineering controls are actively integrated, such as automated safety systems, improved ventilation and ergonomic workplace designs to reduce exposure to risks. These are complemented by administrative controls, including comprehensive safety training, hazard awareness programs and strict procedural guidelines to ensure safe working conditions. Lastly, Personal Protective Equipment (PPE) is provided as a final layer of protection, ensuring that employees and contractors are equipped with industry-standard safety gear tailored to their specific job functions.

See more detail available on website under BJC Worker Health and Safety Committee section. Actions taken include implementing engineering design improvements to reduce risks, providing occupational health and safety (OHS) training and offering OHS services to minimize the Lost-Time Injury Frequency Rate (LTIFR).

BJC Sustainability Website

Occupational Health and Safety Training

BJC conducted OHS training, which is mandatory for all employees. It was part of the orientation process. The curriculum includes ergonomics, basic first aid, CPR and firefighting. The training also covers contractors who work with BJC to ensure that BJC's operation and contractor comply with safety standards to reduce the injury rate in the value chain.

2024 Performance

Fatalities

Fatalities	2021	2022	2023	2024	Target 2024
Employee	0	0	0	0	0
Contractor	0	0	0	0	0

LTIFR - Employee

LTIFR - Employee	Unit	2021	2022	2023	2024
Employee	n/millions of Hours Worked	1.98	1.79	2.12	2.07
Coverage	% of Revenue	89.98	91.37	91.42	91.81

Remark: In 2024, Medical treatment = 133 cases, Injury frequency rate (IFR) = 3.69
Non hazards have caused to high-consequence injuries in 2024.

LTIFR - Contractor

LTIFR - Contractor	Unit	2021	2022	2023	2024
Employee	n/millions of Hours Worked	0.57	0.51	0.50	0.75
Coverage	% of Revenue	89.98	91.37	91.42	91.81

Remark: In 2024, Medical treatment = 15 cases, Injury frequency rate (IFR) = 1.12
Non hazards have caused to high-consequence injuries in 2024.

Working Hours

Working hours	Hours
Employee	87,491,785.51
Contractor	58,068,924.74

Systemic Occupational Health and Safety Management Systems, OHS Identification Assessment and Management, Incident Investigation Process and Occupational Health and Safety Training are stated on the website.

BJC Sustainability Website

OHS Standard

In 2024, BJC Big C and its subsidiaries attained the following International Organization for Occupational Health and Safety standards:

1. **ISO 45001:2018 - Occupational Health and Safety Management Systems**
   - Berli Jucker Cellox : Bangplee site (CPC BP)
   - Berli Jucker Cellox : Prachin Buri site (CPC PC)

- Berli Jucker Foods : Bangplee site (BJF Snack)
- Berli Jucker Foods : Ayutthaya site (BJF Dairy)
- Thai Beverage Can (TBC)
- Thai Glass Industries (TGI)
- Thai Malaya Glass 1 (TMG 1)
- Thai Malaya Glass 2 (TMG 2)
- Rubia Industries (RIL)
- Thai Scandic Steel (TSS)

2. ISO 14001:2015 - Environmental Management Systems

- Berli Jucker Cellox : Bangplee site (CPC BP)
- Berli Jucker Cellox : Prachin Buri site (CPC PC)
- Berli Jucker Foods : Bangplee site (BJF Snack)
- Berli Jucker Foods : Ayutthaya site (BJF Dairy)
- Thai Beverage Can (TBC)
- Thai Glass Industries (TGI)
- Thai Malaya Glass 1 (TMG 1)
- Thai Malaya Glass 2 (TMG 2)
- Rubia Industries (RIL)
- Thai Scandic Steel (TSS)

3. ISO 9001:2015 - Quality Management System (QMS)

- Berli Jucker Cellox : Bangplee site (CPC BP)
- Berli Jucker Cellox : Prachin Buri site (CPC PC)
- Berli Jucker Foods : Bangplee site (BJF Snack)
- Berli Jucker Foods : Ayutthaya site (BJF Dairy)
- Thai Beverage Can (TBC)
- Thai Glass Industries (TGI)
- Thai Malaya Glass 1 (TMG 1)
- Thai Malaya Glass 2 (TMG 2)
- Rubia Industries (RIL)
- Thai Scandic Steel (TSS)

OHS Awards and Recognitions

Berli Jucker Cellox (CPC)

- CPC Cellox received two honorary awards from the Zero Accident Campaign 2024, an annual initiative aimed at reducing workplace accidents to zero. The campaign was organized by the Institute for the Promotion of Occupational Safety, Health and Work Environment (Public Organization) under the Ministry of Labor.
    - CPC Site Bangplee was awarded the Silver level.
    - CPC Site Prachin Buri received the Bronze level.
- Honored by the Ministry of Labour for its Excellent practices' establishment on occupational safety and health at the national level in 2024, achieving the national level as the 8th year of achievement.

Thai Glass Industries (TGI)

- TGI was recognized by the Ministry of Labour for its Excellent practices' establishment on occupational safety and health at the national level in 2024, marking the company's sixth year of achievement in this area.
- TGI has been awarded the Green Industry Level 5 (Green System) certification by the Ministry of Industry in 2024.

Thai Malaya Glass (TMG)

- TMG was commended by the Ministry of Labour for its Excellent practices' establishment on occupational safety and health at the national level in 2024, marking the company's fourth year of achievement in this domain.

Thai Scandic Steel (TSS)

- Thai-Scandic Steel received the Environmental and Safety Governance Award (White Flag - Gold Star) for Outstanding Performance in 2024. This award is part of the Environmental and Safety Governance Program by the Industrial Estate Authority of Thailand (IEAT) and is evaluated based on 13 international standard criteria.
- Thai Scandic Steel (TSS) received the National Outstanding Establishment Award for Safety, Occupational Health and Working Environment 2024 from the Ministry of Labour and Social Welfare.

Thai Beverage Can (TBC)

- TBC has been awarded the Green Industry Level 3 (Green System) certification by the Ministry of Industry in 2024.

Human Rights, Diversity and Inclusion

Significance and Exposure

In 2024, the landscape of human rights in business continues to evolve, with an increasing emphasis on workplace equality, ethical labor practices and corporate responsibility. Regulatory frameworks and stakeholder expectations worldwide demand heightened accountability, particularly in supply chain management, diversity and inclusion. Companies are expected not only to comply with global standards such as the UN Guiding Principles on Business and Human Rights but also to proactively foster an equitable and inclusive work environment.

BJC recognizes that a strong commitment to human rights is fundamental to sustainable business success. The company's operations and value chain intersect with diverse stakeholders, including employees, suppliers and communities, making it imperative to uphold ethical labor standards and protect vulnerable groups from risks such as discrimination, forced labor and wage inequality. Failure to do so could result in reputational damage, legal repercussions and loss of stakeholder trust.

To mitigate these risks, BJC has embedded human rights due diligence across its operations, conducting regular impact assessments and implementing proactive policies such as its Non-Discrimination Policy, Diversity and Inclusion Management and Supplier Code of Conduct. These initiatives ensure alignment with global best practices while reinforcing an inclusive corporate culture.

Moreover, BJC prioritizes ongoing employee training and stakeholder engagement to enhance human rights awareness and compliance. Recognizing the interconnectedness of human rights with broader sustainability goals, the company integrates these principles into its business strategies, ensuring that every employee, partner and community member benefits from a fair, safe and supportive environment.

Human Rights, Diversity and Inclusion Strategy

In 2024, BJC strengthened its leadership in promoting human rights, diversity and inclusion in alignment with both global and local trends. The global human rights discourse continues to evolve, with a marked emphasis on workplace equality, fair treatment and social responsibility. The United Nations' declaration of a clean, healthy and sustainable environment as a human right remains a pivotal call for businesses to intertwine ethical conduct with environmental stewardship.

In Thailand, momentum around workplace equality and human rights has intensified. BJC's recognition in 2024 with the **Human Rights Award** for Large Business Organizations

from the Department of Rights and Freedoms Protection, Ministry of Justice, reflects the company's dedication to fostering inclusive and fair labor practices. This award underscores BJC's leadership in shaping a workplace culture where human dignity and diversity are protected and celebrated. Furthermore, BJC's global standing was further affirmed when the company was **ranked 1st in Thailand and 11th globally by Equileap** for workplace gender equality.

As businesses worldwide increasingly emphasize Diversity, Equity and Inclusion (DEI), BJC has implemented forward-thinking policies and employee benefits, reflecting Thailand's commitment to both human rights and DEI. The company's Non-Discrimination Policy, Diversity and Inclusion Management and Human Rights Policy reinforce its inclusive culture, supporting employees across all demographics, while also extending protection to communities impacted by its operations.

BJC's strategy for 2024 prioritizes human rights and DEI, reinforcing its ethical approach across the supply chain. This approach includes regular human rights impact assessments, employee training and stakeholder engagement to ensure that human rights remain at the forefront of its business operations. By embracing human rights and DEI, BJC not only adheres to legal frameworks but also sets new industry benchmarks for responsible corporate behavior.





These efforts demonstrate that BJC's success is grounded in its unwavering commitment to fairness, respect and equity, serving as a beacon for corporate responsibility both in Thailand and globally.

Human Rights, Diversity and Inclusion Management Approach

In 2024, BJC deepens its commitment to human rights and sustainable business practices, affirming these values as essential to long-term growth and global resilience. Recognizing the evolving needs of employees and communities amidst social change, BJC has aligned closely with the **UN Guiding Principles on Business and Human Rights.** This framework, integrated with the **UN Universal Declaration of Human Rights, UN Sustainable Development Goals (SDGs)** and **ILO standards**, guides BJC's high human rights standards across operations, partnerships and supply chains. By going beyond mere compliance, BJC actively cultivates ethical, inclusive policies that reinforce respect and equity throughout its business.

To address human rights risks, BJC has continued its zero-tolerance policy on child labor, forced labor and discrimination across all operational sites and supplier networks. This policy not only safeguards vulnerable communities but also promotes transparent practices that earned BJC recognitions in 2024 for its leadership in workplace equality and transparency.

Furthering its Diversity, Equity and Inclusion (DEI) focus, BJC expanded its **Happy Workplace** initiative to support **gender-neutral benefits for all employees**. This initiative prioritizes respect and equitable treatment, encouraging employees to engage openly with diverse backgrounds and perspectives, from gender and race to nationality and personal identity. Alongside these internal programs, BJC has hosted public events in 2024 aimed at promoting DEI practices in workplaces across Thailand, contributing to broader community awareness and support for DEI principles.

Moreover, BJC adheres to the precautionary principle by integrating risk-based decision -making into its human rights strategies. Where scientific evidence is uncertain but potential harm to human health exists, BJC adopts proactive risk mitigation measures. This approach aligns with our commitment to responsible business conduct and international standards, such as the UN Guiding Principles on Business and Human Rights.

Through these efforts, BJC demonstrates that prioritizing corporate responsibility not only supports ethical standards but also enhances business success. By fostering an inclusive, supportive and fair environment, BJC sets a benchmark for sustainable, responsible business practices in Thailand and beyond, showing that human rights are integral to positive corporate and social impact. In 2024, BJC received 0 reported discrimination cases and no incidents of violations involving the rights of indigenous peoples.

Mechanism to Seek Advice and Raise Concerns (Whistleblowing)

BJC upholds the highest ethical standards in all aspects of its operations, including its sustainability practices. Recognizing that transparency and accountability are essential for achieving sustainable development, BJC has established a comprehensive whistleblowing mechanism in alignment with its Human Rights Policy. This system encourages stakeholders to seek advice or raise concerns regarding any part of BJC's activities that may impact sustainability or human rights.

1. Corporate-Wide Whistleblowing Policy and Human Rights Policy

BJC's corporate-wide Whistleblowing Policy has been implemented to ensure that all complaints are handled fairly, promptly, systematically and with the utmost confidentiality. This policy reinforces BJC's commitment to ethical practices, providing a structured and secure avenue for individuals to report potential issues related to BJC's environmental, social and governance (ESG) efforts without fear of retaliation. Whistleblowing Policy.

BJC Sustainability Website

In addition, BJC's Human Rights Policy, revised in 2023, provides the foundation for responsible business practices across the company and its supply chain. This policy is

available publicly to guide stakeholders in understanding BJC's commitment to human rights and to facilitate the reporting of concerns. Human Rights Policy.

BJC Sustainability Website

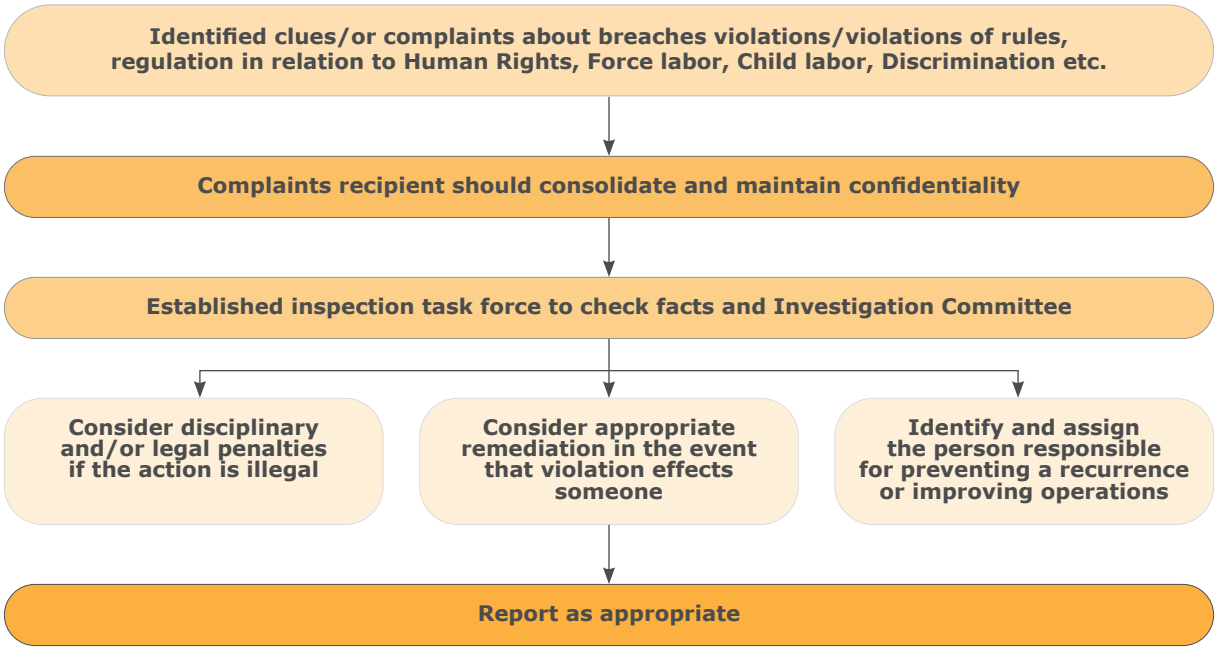
2. Reporting Potential Sustainability Concerns

BJC actively encourages stakeholders to report any potential issues related to its environmental or social sustainability practices during the 2024 reporting period. This includes concerns such as: improper waste management and human rights violations within the supply chain. To ensure that all stakeholders feel empowered and protected when raising concerns, BJC provides multiple secure and confidential channels for reporting, including:

- BJC Sustainability Hotline: A confidential hotline available 24/7 for anonymous reporting.
- BJC Ethics Portal: A secure online platform that facilitates discreet, anonymous submissions.
- Internal Reporting Channels: Employees are encouraged to report concerns directly to their supervisors or through designated internal channels.

All reported concerns are subjected to a thorough, objective review by a designated team within BJC. Appropriate corrective actions are implemented as necessary to ensure a fair, transparent process for all parties involved.

BJC's corporate-wide whistleblowing system are shown as illustrated below.



Labor Union and Collective Bargaining Agreement

In 2024, BJC continues to prioritize fostering a work environment that empowers its workforce. This commitment is demonstrated through dedicated channels for employee

feedback, such as a confidential hotline and facilitated meetings. Recognizing the value of collective action, BJC actively encourages the formation and participation in labor unions, reinforcing the fundamental right to freedom of association. As of 2024, four active labor unions operate across BJC's facilities, fostering collaboration for employee representation and advocacy.

Moreover, BJC acknowledges the importance of our value chain stakeholders, including suppliers. This recognition is reflected in our publicly available Supplier Code of Conduct, which outlines BJC's expectations for upholding labor rights throughout the supply chain. The Code of Conduct ensures consistent application of these principles, contributing to a more empowered and engaged workforce across the entire BJC ecosystem.

The Supplier Code of Conduct

While collective bargaining agreements cover a specific segment of the workforce (in 2024: 3.38%), BJC extends fair and competitive working conditions to all employees. For those not covered by such agreements, BJC leverages the established principles within these agreements to determine working conditions and terms of employment. This ensures consistent application of high labor standards across the organization.

BJC also maintains a zero-tolerance stance on violations of labor union formation or collective bargaining agreements throughout its operations and supply chain. BJC actively supports the formation and participation of labor unions, with four unions currently operating across its plants: Berli Jucker Foods Labor Union, Rubia Thailand Labor Union, The Glass Union of Thailand and Fasai Labor Union.

Additionally, 100% of BJC's workforce is engaged in the welfare committee. BJC strictly adheres to applicable Thai labor laws and regulations, guaranteeing all employees the right to participate in group discussions and express their ideas freely. BJC also actively works with suppliers to ensure compliance with ILO standards and has engaged in advocacy to strengthen worker representation. By fostering an environment of open communication and unwavering respect for employee rights, BJC continues to empower its workforce, reinforce its commitment to ethical business practices and position itself as a leader in responsible corporate citizenship.

Human Rights Due Diligence Process



BJC reaffirms its commitment to proactive human rights management by conducting comprehensive Human Rights Due Diligence (HRDD) assessments every three years, covering all employees across its value chain. However, in 2024, BJC conducted a targeted assessment focused specifically on mental health in the workplace, aligning with the global recognition of mental health as a critical workplace concern.

The 2024 HRDD was carried out exclusively among employees at the BJC Big C head office. This initiative aimed to gather insights into mental well-being and foster a culture of open communication. The employee survey revealed key feedback, such as a desire for better time management strategies and more transparent communication from managers.

BJC swiftly acted on these findings. The Human Resources and Sustainability & Risk Management Departments collaborated to develop targeted mental health training programs. Managers received specialized training on creating positive work environments, while all employees participated in a comprehensive mental health course. The survey results were directly integrated into the training content to ensure practical solutions were addressed.

This proactive approach highlights its unwavering commitment to cultivating a workplace environment that respects, values and empowers its employees while proactively addressing potential human rights risks. By placing mental health at the forefront, BJC demonstrates a deep prioritization of employee well-being, ensuring that every individual feels supported and valued. This dedication aligns seamlessly with global trends that recognize mental health as an indispensable element of a thriving workplace culture. By fostering inclusivity and striving to let no one behind, BJC reinforces its vision of creating a supportive environment where everyone, regardless of their circumstances, has the opportunity to grow, contribute and succeed. This approach not only enhances employee satisfaction and productivity but also strengthens the company's position as a socially responsible and forward-thinking organization.

Moreover, while BJC has robust human rights policies, we recognize that risks exist within our supply chain. Key concerns include labor conditions and supplier practices. In 2024, under BJC's supplier risk assessment, we identified no potential human rights risks, no forced or compulsory labor risk and no child labor cases were found.

Human Rights Commitment

BJC upholds its commitment to human rights and responsible business conduct through robust due diligence processes and a clear policy framework aligned with the UN Guiding Principles on Business and Human Rights (UNGPs). Internally, BJC fosters a safe, inclusive work environment and ensures compliance with national labor laws and international standards. Externally, BJC engages its suppliers to uphold ethical practices throughout its value chain.

BJC communicates its human rights policies through multiple channels:

- Employees: Training modules, HR e-learning, onboarding sessions and internal policies.
- Suppliers: Supplier Code of Conduct, contractual agreements, capacity-building sessions.
- Community & Public: Annual reporting, whistleblower hotlines.

Employee Well-Being and Rights

- Health and Safety: BJC prioritizes employee safety by implementing preventive measures, conducting regular inspections and providing mental health support. In 2024, BJC's mental health initiatives included employee feedback surveys and targeted training programs to create a supportive workplace.
- Respectful Communication and Work-Life Balance: BJC promotes respectful communication through training programs and supports work-life balance with flexible work options and efficiency tools to reduce unnecessary overtime.

Supply Chain Human Rights Management

BJC extends its human rights commitment to its supply chain by:

- Supplier Engagement: Communicating its Business Code of Conduct and conducting regular training sessions to build supplier awareness of human rights and sustainability standards.
- Environmental Collaboration: Partnering with suppliers to implement eco-friendly practices, such as reducing chemical usage and improving resource efficiency.

Policy and Governance

BJC's Human Rights Policy and Diversity & Inclusion Policy guide its approach to respecting human rights across operations and business partnerships. BJC integrates human rights performance into supplier screenings, contracts and investment agreements, ensuring alignment with its ethical standards.

For further details, refer to:

Human Rights Policy

Diversity and Inclusion Management and Non-Discrimination Policy

Human Rights, Diversity and Inclusion Training

1. BJC Human Rights Training

In 2024, BJC's human rights training program continued utilizing the HR e-learning platform, ensuring accessible, interactive training for all employees, with particular focus on onboarding new hires. The 2024 training covered BJC's Human Rights Policy, Supplier Code of Conduct and the United Nations Guiding Principles on Business and Human Rights (UNGP), focusing on the identification and mitigation of human rights risks, the Human Rights Due Diligence Process (HRDD) and the whistleblowing procedures available for reporting concerns. All new hires are required to complete online discrimination and harassment training as part of their orientation, alongside their human rights training. Moreover, all security personnel, including third-party organizations providing security personnel, receive formal training in the organization's human rights policies.

BJC tracks the effectiveness of its human rights initiatives through:

- Monitoring Systems: employees grievance mechanisms and periodic impact assessments.
- Key Indicators: Reduction in labor violations, number of human rights training sessions, supplier compliance rates.

2. Human Rights Training for BJC's Factories

BJC conducted comprehensive onsite sessions at key factory locations, encouraging a two-way communication model to foster open discussions. In the fourth quarter of 2024, BJC's Sustainability and Risk Management Department held these sessions at Berli Jucker Cellox and Berli Jucker Foods, Rubia Industries and Thai Glass Industries.

In anticipation of Thailand's upcoming legislation on same-sex marriage, set to take effect in early 2025, BJC updated corporate-wide policies and benefits to ensure inclusivity for all gender identities. These changes reinforce BJC's dedication to DEI, recognizing its national and global significance and its intention to eliminate and prevent all forms of forced or compulsory labor. Thus, the training's curriculum included updated corporate policies and focused on practical applications of DEI principles. Moreover, the training also emphasized critical topics, including:

- United Nations Guiding Principles on Business and Human Rights (UNGP)
- Updated whistleblowing procedures
- Corporate-wide Human Rights Policy and Code of Conduct
- Human rights considerations for key stakeholders
- Risks related to human rights, diversity, equity and inclusion

Following each session, relevant issues and participant questions were discussed in depth, with specific recommendations provided. Across the various factory sites, over 100 managers and function heads engaged in the training, underscoring BJC's commitment to embedding DEI across all levels of the organization.



Diversity and Inclusion Highlight Projects

1. Business, Gender Diversity and the Path Ahead

In February 2024, BJC hosted the international conference, "Business, Gender Diversity and the Path Ahead". This landmark event brought together **over 1,500 participants**

from the public sector, private enterprises, educational institutions and the social sector — making it the first event of its kind in Thailand to unite representatives from each group on a single stage. The conference underscored BJC's commitment to promoting gender equality in society by aligning policies and frameworks with Thailand's strategic plans, contributing to a balanced, inclusive society and advancing the UN Sustainable Development Goals.

With keynote speeches from experienced leaders, including Mr. Aswin Techajareonvikul, CEO of BJC Big C Group and Mr. Sretha Thavisin, Prime Minister and Minister of Finance, the conference highlighted the importance of implementing laws and policies supporting gender diversity. In his address, Mr. Aswin noted the ongoing shift towards embracing gender diversity in Thailand, where societal norms have traditionally favored male leadership. This imbalance has limited representation in leadership roles and hindered professional growth for LGBTQ+ individuals, reflecting an opportunity for Thai organizations to move towards greater inclusivity and alignment with global standards.

The conference also explored Thailand's advancement of the Marriage Equality Act, a proposed legislation to ensure legal rights for same-gender couples. Prime Minister Sretha Thavisin announced government policies supporting this legislation, which will allow same-gender couples legal rights for engagement, marriage and family roles, comparable to those of heterosexual couples. This policy is expected to foster equality in the legal and social recognition of diverse family structures, contributing to societal stability and balance.

Business, Gender Diversity and the Path Ahead serves as a key milestone in BJC's journey to create a more inclusive society. By championing gender equality through collaborative and far-reaching initiatives, BJC demonstrates its commitment to fostering a diverse, equitable and supportive environment for both its employees and the communities it serves.



2. DiverCity Day 2024

In June 2024, BJC proudly hosted its annual DiverCity Day, a flagship internal event dedicated to reinforcing the company's commitment to diversity and inclusion. The event emphasized BJC's dedication to creating a workplace where all individuals feel valued and respected, regardless of background or identity. DiverCity Day 2024 celebrated diverse perspectives and experiences, aiming to foster a culture of acceptance and peaceful coexistence throughout the organization. This year's event welcomed **562 participants onsite, including BJC employees and key suppliers**, underscoring the importance of engaging a broad audience in the company's DEI initiatives.







The day featured DiverCity Talk on **"Gender Diversity & Inclusive Marketing"** presented by Thailand's leading digital marketing experts. This session provided insights into the role of diversity, equity and inclusion (DEI) in business, highlighting research that demonstrates how DEI enhances both efficiency and effectiveness in organizational performance. Recognizing the increasing importance consumers place on DEI, the discussion focused on equipping attendees with an understanding of customer diversity across all dimensions. Practical insights were offered on creating marketing campaigns and communication strategies that resonate with diverse audiences, benefiting both business outcomes and customer engagement.

DiverCity Day also coincided with Pride Month, where BJC raised awareness around LGBTQ+ inclusion, reinforcing its diversity and non-discrimination policy and promoting an inclusive, supportive workplace. By investing in such initiatives, BJC continues to build a workplace where employees and partners can thrive, contribute their unique talents and support the company's long-term success. This commitment aligns with BJC's vision of contributing to a more equitable, inclusive society and fostering innovation within a diverse workforce.

3. BJC Big C Foundation for UNICEF: Bring Up a Better Life – For Our Children

BJC Big C Foundation has entered into a significant partnership with UNICEF Thailand through a Memorandum of Understanding (MoU) signed in March 2024. This three-year collaboration underscores BJC's commitment to supporting early childhood development and creating family-friendly environments across Thailand.





The MoU aligns BJC's efforts with UNICEF's Early Childhood Development program, aiming to provide children with a solid foundation for lifelong learning and well-being. Through this partnership, BJC has launched the following initiatives to support young children and their families:

- **Healthy Checkout Lanes:** Thailand faces a significant health challenge with rising obesity rates, particularly among children, which has become a pressing national concern. To address this issue and support the country's efforts in combating obesity, BJC introduced "Healthy Checkout Lanes" at 200 Big C stores nationwide. This program promotes the well-being of young children by reducing their exposure to unhealthy snacks and sugary items at checkout points. By creating a healthier shopping environment, this initiative not only aligns with national health objectives but also fosters a positive impact on families and encourages healthier purchasing behaviors. It exemplifies BJC's commitment to addressing societal challenges and ensuring that no one is left behind in the journey toward better health and well-being.

- **Children's Corners and Breastfeeding Rooms:** Big C stores established child-friendly spaces and breastfeeding rooms for employees and customers, supporting family needs in public and workplace settings. These spaces help parents and caregivers feel supported, enhancing their ability to balance work and family life while contributing to a nurturing atmosphere for children.

- BJC Big C has launched **BJC Big C Kids Care**, a childcare center for employees' children aged 1 - 3 years at its headquarters. The center provides a safe environment, quality nutrition and learning activities, supporting employees in balancing work and family life. In partnership with UNICEF Thailand, this initiative promotes early childhood development and family-friendly workplace policies. The center operates Monday to Friday from 07:30 to 18:00, starting November 27, 2024.

- **Promoting Family-Friendly Policies:** BJC advocates for policies that support families within the company and in broader communities, ensuring that employees can prioritize family needs without compromising their professional growth. This initiative is central to creating a more inclusive work environment and aligns with UNICEF's principles of child-friendly business practices.



4. Collaboration with UNDP Thailand and Sasin Management School: Developing the Inclusion Toolkit

In alignment with BJC's commitment to advancing sustainable development and fostering inclusive practices, the company has contributed to UNDP Thailand and Sasin School of Management's development of Inclusion Toolkit. This strategic collaboration reflects BJC's dedication to promoting diversity, equity and inclusion (DEI) in the workplace and broader society. The Inclusion Toolkit is designed to empower organizations with actionable guidance and practical tools to foster an environment that values and respects all individuals, regardless of their backgrounds.



As an industry leader, BJC contributed its insights and best practices to the development process, drawing from our extensive experience in corporate social responsibility, ethical business practices and workforce inclusion. Our team worked closely with experts from UNDP Thailand and Sasin to integrate practical strategies and real-world examples into the toolkit, ensuring that the materials are both relevant and impactful for businesses across various sectors.

The toolkit has been successfully launched in May 2024. It is available for download in both Thai and English, ensuring accessibility for a wider audience.

UNDP Website

Community Contribution & Development

Significance and Exposure

In 2024, community development has become increasingly vital as local communities face economic, social and environmental challenges. Stakeholders expect companies to generate economic value while actively supporting community well-being. BJC recognizes that robust community engagement is key to sustainable growth and resilience. With operations spanning diverse regions, BJC's activities directly impact local livelihoods and social structures. To address these challenges, BJC conducts regular community impact assessments and collaborates with local stakeholders to identify priority needs such as improved infrastructure, education and well-being. By integrating targeted community initiatives into its core strategy and tracking their effectiveness through performance metrics and stakeholder feedback, BJC ensures its efforts yield lasting, positive change for sustainable community development.

Community Contribution & Development Strategy

In 2024, the world continues to face urgent global challenges, including climate-related disasters and widening socio-economic inequalities. These issues heighten the need for corporate responsibility in addressing environmental, social and economic concerns. As inflation, global supply chain disruptions and labor inequities persist, businesses are under increasing pressure to operate sustainably and foster resilience within the communities they affect. Furthermore, growing awareness around biodiversity loss, climate adaptation and the low-carbon transition is reshaping stakeholder expectations.

Amid these shifts, BJC acknowledges its duty as a corporate leader to drive positive change. The company remains keenly aware of the far-reaching impact its operations can have on local communities and the environment. With increasing risks of environmental degradation, resource scarcity and social challenges, BJC upholds its commitment to the highest environmental, social and governance (ESG) standards. These principles guide BJC's approach to community development, ensuring that it not only minimizes negative impacts but also contributes to long-term prosperity and sustainability.

Moreover, based on comprehensive assessments of community and societal conditions, BJC has found no evidence of activities that generate negative impacts on local communities. This reinforces the company's dedication to responsible business practices and its commitment to fostering a positive societal impact.







In 2024, BJC is further inspired by a significant occasion — **His Majesty the King's 6th cycle birthday on July 28, 2024**. In honor of this auspicious event, BJC has launched **72 Special Projects** that embody His Majesty's vision and commitment to environmental sustainability and improving the well-being of the Thai people. These projects are guided by His Majesty's royal principles of enhancing quality of life, fostering social development and promoting environmental conservation.

Throughout 2024, BJC carried these projects with the help of 10,286 volunteers, contributing 68,958 working hours. These efforts reached and benefited more than 1.5 million people, reflecting BJC's deep commitment to community development.

10,286
volunteers

68,958
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1.5
million people

In addition to these special initiatives, BJC continues to emphasize core areas: education, environmental stewardship, public health and community well-being. The company has expanded support for education, investing in students, teacher development, infrastructure and capacity building. In response to growing environmental concerns, BJC is intensifying its focus on resource conservation, climate action and biodiversity protection. Meanwhile, by promoting local business development and fostering inclusive growth, BJC strengthens community resilience against economic and climate risks.

By celebrating His Majesty's birthday through impactful projects and maintaining its commitment to sustainable development, BJC reaffirms its role as a responsible corporate leader, dedicated to creating resilient and thriving communities for a brighter future.



Community Contribution & Development Management Approach

BJC's Corporate Social Responsibility strategy continues to focus on four key pillars: Education, Environment, Public Health & Community Well-being and Religion & Culture. As the world confronts the lasting economic, social and environmental effects of global challenges BJC has adapted its approach to ensure more comprehensive and impactful community engagement. In 2024, BJC further integrated sustainability and resilience into its strategy, ensuring that its efforts reflect the evolving needs of society.

In line with its vision, BJC remains committed to achieving ambitious long-term targets in all focus areas, aiming to create lasting, positive impacts.

Areas	2032 Target	2024 Performance	2021 – 2024 Performance (Accumulated)
Education	15,000 students receive the benefits	2,176 students	11,716 students
Environment	• 150,000 trees planted • 1,500 tons of waste in communities have been managed	13,026 trees 212.10 tons of waste	53,134 trees 471.37 tons of waste
Public Health & Community Well-being	• 1,500,000 people receive food surplus • 150,000 tons of agricultural products have been supported • 1,500 activities supporting community health and well-being have been conducted.	164,270 people 207,000 tons of products 192 activities	896,495 people 650,247 tons of products 358 activities
Religion & Culture	1,500 activities supporting religions and cultures have been conducted.	378 activities	835 activities

BJC understands that responsible and sustainable business practices are not only about minimizing environmental impacts but also about actively contributing to societal progress.

As part of its long-standing commitment to sustainability, BJC prioritizes collaboration with communities and employees from the inception of each project, ensuring that its initiatives are aligned with the real needs and aspirations of the people it serves. In 2024, BJC further reinforced its approach by embedding community engagement deeper into its operational strategy, recognizing that strong partnerships are key to long-term success and social impact.

To maximize the effectiveness of these initiatives, BJC establishes clear objectives and key performance indicators (KPIs) for each activity, ensuring measurable outcomes. Additionally, the company conducts regular reviews and progress assessments to track impact and continuously refine its approach, reinforcing its commitment to delivering meaningful and sustainable benefits to the communities it serves.

As a responsible corporate citizen, BJC maintains a vigilant approach to monitoring and evaluating its performance to ensure the satisfaction of all stakeholders, particularly local communities. This includes adhering to rigorous transparency and accountability standards. In 2024, BJC upheld its strong track record of community engagement, continuing its commitment to operating in harmony with local communities and addressing their concerns proactively.

To assess the effectiveness of its initiatives, BJC employs a project valuation framework that systematically evaluates the impact and value generated by its programs. This approach ensures that resources are allocated efficiently and that initiatives deliver meaningful benefits. For another year, no complaints were received from communities regarding BJC's operations and activities, demonstrating the company's focus on building trust and maintaining open lines of communication.

BJC also recognizes the critical importance of active community engagement in shaping the direction of its projects. By continually soliciting feedback, understanding local concerns and addressing specific community needs, BJC ensures that its initiatives are relevant, impactful and responsive to stakeholder expectations. This collaborative approach empowers communities, enabling them to have a voice in the development of projects that directly affect their lives and environments.

Community Communication Channels

BJC places great emphasis on building and maintaining strong relationships with the communities surrounding its operations including tenants of retail space. Recognizing that open, transparent and accessible communication is essential to meeting community expectations, BJC strives to provide multiple platforms for engagement. This ensures that the voices of community members are heard and concerns are addressed.

Standard Communication Channels:

To facilitate community engagement and feedback, BJC offers a variety of communication channels that are easy to access and responsive to community needs. These include:

- **Social Media:** BJC engages actively with the community through its social media platforms. Dedicated Facebook pages such as BJC Big C, BJC House, BJC Big C Share, CSR BJC Cellox, Your TBC, TGI, BJC Glass and Big C Big Service serve as key points for direct communication and feedback.
- **Physical Address:** Community members can reach out to BJC through its head office at Berli Jucker House, a designated contact point for inquiries and concerns.
- **Phone Line:** A dedicated phone line (0-2146-5999) ensures community members have direct access to BJC representatives for real-time communication.
- **Website:** The company's website (https://www.bjc.co.th/contact) provides contact information for BJC Big C and group companies, enabling easy access to relevant contact points for specific operational sites.

Proactive Communication Strategies:

In addition to offering standard communication channels, BJC adopts proactive strategies to engage with communities and ensure two-way dialogue:

- **Proactive Inquiry:** Each year, BJC's operation sites actively seek feedback from government offices and local authorities in their surrounding areas. This ensures that BJC is consistently in tune with community satisfaction levels regarding its operations.
- **Regular Sharing Sessions:** BJC organizes regular community meetings in areas where it operates. These sessions provide a platform for open dialogue, allowing the company to listen to community concerns, address them promptly and build stronger relationships.

Maintaining Open Communication Channels:

BJC recognizes that effective communication is critical to fostering trust with surrounding communities. Each business unit has a dedicated CSR department that manages communication channels and serves as a primary point of contact for community concerns. To ensure transparency and responsiveness, BJC follows a structured complaint resolution process:

1. **Prompt Acknowledgement:** Upon receiving a complaint, BJC promptly acknowledges it through either phone or written correspondence. This immediate response reinforces BJC's commitment to transparency and ensures that the community feels valued from the outset.
2. **Investigate the Issue:** A thorough investigation is initiated to assess the validity of the complaint and identify its root cause. This process includes consultations with relevant stakeholders, including community members, internal employees and external experts when necessary, to ensure a well-rounded evaluation.
3. **Action Plan Development:** Based on the investigation's findings, a detailed action plan is developed. This plan specifies clear, time-bound actions, measurable targets and a defined timeline to ensure the issue is resolved effectively.
4. **Action Plan Implementation:** The action plan is implemented with diligent monitoring to ensure the measures address the identified problem and achieve the desired outcomes.

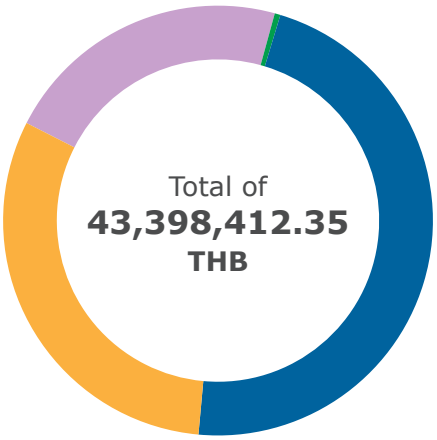
5. **Continuous Community Engagement:** Throughout the resolution process, consistent communication is maintained with the community. BJC provides regular updates, holds community meetings, or employs other dialogue formats to maintain transparency and keep stakeholders informed.
6. **Outcome Assessment:** Upon completing the resolution process, BJC conducts a rigorous evaluation to ensure the issue has been fully resolved. This assessment measures the effectiveness of the actions taken and identifies any additional corrective steps that may be needed.
7. **Continuous Improvement:** Each resolution process is an opportunity to gain valuable insights that inform future practices. These learnings are used to refine policies, improve employee training on responsible business practices and community engagement and strengthen monitoring mechanisms to ensure the complaint resolution process remains effective and responsive.

Corporate Philanthropy Activity and CSR Budget Allocation

In 2024, BJC reinforced its commitment to Corporate Philanthropy and Corporate Social Responsibility (CSR) by allocating a total of 43,398,412.35 THB across key focus areas:

Education:
9,442,301.5 THB or 21.76%
of the total budget.

Religion & Culture:
13,473,391.35 THB or 31.05%
of the total budget.



Environment:
187,751.55 THB or 0.43%
of the total budget.

Public Health & Community Well-Being:
20,294,967.95 THB or 46.76%
of the total budget.

Note: While 0.43% of the CSR budget, 187,751.55 baht, was directly allocated to environmental initiatives, BJC's dedication to environmental sustainability extends far beyond the CSR scope. When considering total investments from all business operations across BJC Group in 2024, the cumulative environmental expenditure reached 1,154,307,751 baht. This reflects our ongoing commitment to embedding environmental responsibility into the core of our business strategy, operations and long-term sustainability goals.

BJC's Corporate Citizenship & Philanthropy

In 2024, BJC continued its comprehensive CSR strategy, aligning its philanthropic efforts with the United Nations Sustainable Development Goals (SDGs). Synergy across all business units enabled BJC to support key initiatives in Education, Environment, Public Health & Community Well-being and Religion & Culture.

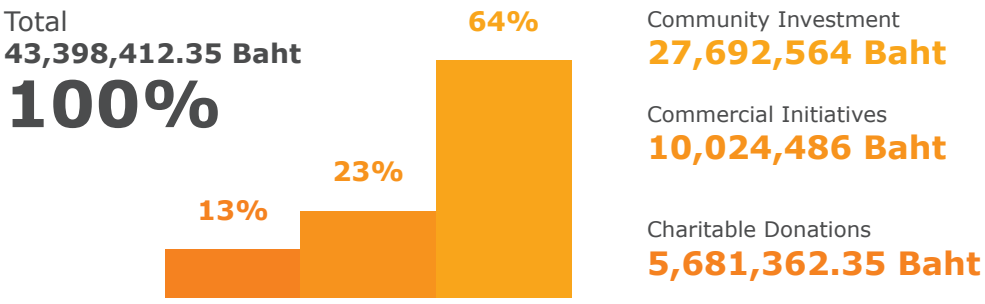
BJC has developed infrastructure investments aimed at supporting local community development. The current and expected impacts of these investments on local economies are predominantly positive, contributing to economic growth and enhanced community services. In addition, independent assessments have verified that these projects produce no adverse effects on local communities.

To measure the effectiveness of its corporate citizenship, BJC carefully tracked contributions across categories such as cash donations, employee volunteering, in-kind giving and management overhead. The breakdown of these contributions is provided below:

Total Contributions 43,398,412.35 Baht

Cash Contributions	Employee Volunteering	In- Kind Giving	Management Overhead
15,968,609.67 Baht	**1,358,061 Baht**	**3,336,288 Baht**	**22,735,453.68 Baht**

Type of Philanthropic Activities



BJC remains dedicated to maximizing the positive impact of its corporate citizenship and philanthropy through a data-driven approach. The CSR team collects and analyzes data, which is presented quarterly to the Sustainable Development Committee to assess program effectiveness and guide strategic resource allocation. By aligning efforts with key material topics, BJC ensures its initiatives have a meaningful impact.

BJC fosters a culture of stakeholder engagement by gathering feedback from employees and community members through satisfaction surveys. Insights from these surveys inform future CSR activities, ensuring continuous improvement. Low satisfaction scores trigger root cause analysis to address issues, ensuring evolving and effective CSR efforts.

This proactive and feedback-driven approach enables BJC to optimize resources, enhance program effectiveness and contribute to the long-term well-being of the communities it serves.

Impact Assessment, Monitoring and Evaluation

BJC assesses both the actual and potential impacts of its operations and business relationships on the economy, the environment and people – including effects on human rights. This assessment covers positive contributions (such as job creation, community investments and improved local services) as well as potential negative impacts (such as environmental degradation or social disruption). These impacts are evaluated regularly through internal audits and stakeholder consultations.

Moreover, BJC carefully reviews its operations and associated business relationships to determine its involvement in any negative impacts. The company monitors its supply chain and operational practices to identify adverse effects — such as environmental pollution or adverse social outcomes — that may result either directly from its own activities or indirectly through its partners. **In 2024, there is no involvement in negative impacts via BJC's business relationships and none of its operations have significant actual or potential negative impacts on local communities.**

In cases where such negative impacts are identified, BJC documents the specific activities and business relationships involved and implements appropriate remediation measures. BJC has established robust processes to track the effectiveness of actions taken to mitigate negative impacts. These processes include regular monitoring, periodic reviews by dedicated internal teams and data collection systems. Furthermore, lessons learned from these initiatives are captured and systematically incorporated into BJC's operational policies and procedures to drive continuous improvement.

Stakeholder engagement is also an integral part of BJC's impact management process. Community feedback gathered through public consultations, surveys and regular meetings is used to inform the actions taken to address identified impacts. In addition, the effectiveness of these actions is evaluated based on stakeholder feedback, which is then used to refine our approaches and ensure that community voices remain central to our decision-making process.

BJC also conducts regular community and **social surveys** to assess the potential negative impacts of its operations on local communities. The insights gained from these surveys are used to identify areas for improvement and to adjust policies and practices accordingly, ensuring that any adverse outcomes are promptly addressed. This survey process forms an essential part of BJC's commitment to transparency and continuous improvement in community relations

Community Engagement and Development Programs

BJC implements local community engagement initiatives in most of its operations. These initiatives include regular impact assessments, community development programs, the establishment of works councils, occupational health and safety committees and other forms of worker representation. These mechanisms ensure that local communities are actively involved in decision-making processes and benefit directly from BJC's sustainable practices. In 2024, BJC confirms that none of its operations have significant actual or potential negative impacts on local communities. This outcome is supported by regular, rigorous impact assessments and community consultations.

Education

BJC remains dedicated to nurturing a future-ready youth population through its strategic educational initiatives. Focused on educators, schools and students, BJC's efforts create long-term positive outcomes for Thailand's educational ecosystem. Key programs include:

1. Remote School Project: In 2024, the Remote School Project continued to create significant social and environmental impacts through key initiatives that reflect BJC's dedication to supporting education, promoting sustainability and fostering equal opportunities.

1.1 Donating Good-Condition Desks and Cabinets to Underprivileged Schools: BJC, through Big C, donated good-condition desks and cabinets to seven underprivileged schools. This initiative aimed to enhance learning facilities and reduce educational expenses, reflecting BJC's commitment to supporting youth and fostering sustainable social development.

- *Social Impact:* Benefiting 5,332 students, the donation improved the learning environment, allowing students to access better facilities and focus on their education.
- *Business Impact:* The donation of desks and cabinets, valued at 91,850 baht, not only minimized waste disposal costs but also provided a tangible financial benefit. Under Thailand's tax regulations, BJC was able to claim a double tax deduction for the donation, reinforcing the company's commitment to corporate social responsibility while optimizing financial efficiency.

1.2 Installing Solar Panels at a School in Chiang Mai: BJC Big C Group and the Big C Chiang Mai branch partnered with five key organizations to install solar panels at a school in Chiang Mai. The panels were mounted on the roof of a dormitory building measuring 9.6 meters wide, 34 meters long and 5 meters high. This initiative was designed to provide students with access to electricity, enabling them to study and learn at night, while promoting equal opportunities for personal and academic growth.

- *Social Impact:* The project benefited 143 primary school students, 11 teachers and other educational staff by providing a reliable source of clean energy to support educational activities. Nine BJC Big C employee volunteers actively participated, reflecting the organization's commitment to community engagement.
- *Environmental Impact:* By integrating renewable energy into the project, BJC reinforced its commitment to sustainability. The use of solar panels not only reduced the environmental impact but also highlighted the potential of clean energy in advancing education and social development.

This initiative was made possible through collaboration with Jinko Solar (Thailand), Huawei Technologies (Thailand), Poly Technology, Project Team Engineering and Hatyai Solar Innotech, demonstrating the power of partnerships in driving meaningful change.

2. Kru Thai Khong Phan Din (BJC Thai Teachers of the Land) For over nine years, this program has focused on enhancing elementary teachers' skills nationwide. With training camps and workshops, over 5,000 teachers have benefited, gaining modern pedagogical techniques and contributing to socio-economic empowerment. In 2024, a special focus was placed on digital education, incorporating game-based learning to better engage students in the digital age.





- *Social Impact:* In 2024, 765 teachers across Thailand were trained, empowering them to enhance education and share knowledge. This initiative extends its impact to over 249,000 students, teachers and community members, reinforcing BJC's commitment to sustainable educational development.
- *Business Impact:* The project fosters a symbiotic relationship between education and commerce, with 690 new members joining the Big C plus app, thereby bolstering customer engagement and loyalty.

Environment for Community

BJC continues to lead sustainable initiatives, empowering Thai communities to embrace responsible consumption and production. The following are highlights of key environmental programs from 2024:



1. Exchange Cellox Tissue Project promoted both cost savings and environmental responsibility by encouraging households to recycle paper waste. For every kilogram of recycled paper, participants received two rolls of Cellox Tissue, reducing waste and enhancing resource efficiency. This initiative not only lowered household expenses but also supported a circular economy, transforming waste into valuable resources. By participating, communities actively contributed to sustainability while accessing essential household items, fostering a culture of responsible consumption and waste reduction.

- *Social Impact:* In 2024, 35,464 kg of paper waste was exchanged for 70,928 tissue rolls, valued at 15 baht per roll, resulting in household savings of approximately 1,063,920 baht.
- *Environmental Impact:* Utilizing recycled paper waste as raw material for tissue production, Berli Jucker Cellox (CPC) reduced its reliance on virgin resources, lowering its environmental impact and reinforcing its leadership in green innovation. The project successfully diverted over 35,000 kilograms of paper waste from landfills, highlighting the tangible benefits of community-driven sustainability efforts.
- *Business Impact:* Reduced production costs by 450,392.80 baht, which improved the profitability of businesses.

2. Surplus Food Donation Project, launched in 2020 in partnership with the Scholars of Sustenance Foundation (SOS), underscores Big C's dedication to reducing food waste and supporting social welfare. In 2024, Big C continued this collaboration, redistributing over 38,739.66 kilograms of unsellable food to disadvantaged communities across Thailand. This initiative demonstrates Big C's commitment to tackling food loss while providing vital resources to those in need.



- *Social Impact:* By providing over 162,707 meals to those in need, the project not only addresses immediate hunger but also fosters community solidarity and compassion. Through access to nutritious meals, Big C and SOS empower individuals to lead healthier, more dignified lives, promoting a sense of belonging and inclusivity within society.
- *Environmental Impact:* By diverting surplus food from landfills, it reduces carbon dioxide emissions by approximately 98,011 kilograms, effectively lessening the environmental footprint of food waste. Through responsible resource management and collaborative partnerships, Big C reinforces its commitment to environmental stewardship, paving the way for a more sustainable future.

3. Green Shelter Project: This project was a collaborative initiative between BJC and the Friends in Need (of "PA") Volunteers Foundation, Thai Red Cross. BJC collected used milk

cartons at Big C locations, recycling them into roofing materials for disaster shelters. This collaboration with the Thai Red Cross supported disaster relief efforts, strengthened communities and enhanced BJC's sustainability profile.



- *Social Impact:* Through this project, 10 homes were successfully built, providing shelter for communities in need.
- *Environmental Impact:*
    - *Waste Reduction:* The project successfully diverted a significant volume of waste from landfills by collaborated with Tetra Pak Thailand to successfully collect and recycle 36,660 kilograms of milk cartons.
    - *Carbon Footprint Reduction:* By promoting recycling and upcycling, the project significantly reduced its carbon footprint, resulting in a decrease of 149,573 kilograms of carbon dioxide (CO2) emissions. This effort not only mitigates environmental impact but also supports broader carbon neutrality initiatives.
- *Business Impact:* Big C's commitment to community engagement and environmental stewardship strengthens its partnership with the Friends in Need Volunteers Foundation and the Thai Red Cross, enhancing brand reputation among sustainability-focused consumers. This initiative fosters customer loyalty and boosts employee morale through active participation in public awareness campaigns. A robust CSR profile also helps attract and retain top talent.

Extra Environmental Projects

1. BJC and BIG's Climate Technology Collaboration

BJC and BIG are collaborating on the feasibility and demonstration of using hydrogen-powered forklifts in BJC factories. This partnership underscores both companies' commitment to achieving net-zero greenhouse gas emissions by 2050, with BJC aiming to reduce carbon dioxide emissions by 15% by 2030 through the promotion of clean energy and minimizing environmental impact.

BIG, as a leading expert in hydrogen technology in Thailand, leverages the global innovation expertise of its parent company, Air Products, to support this initiative. The collaboration aims to evaluate the potential and suitability of hydrogen forklifts across BJC's diverse operations, from upstream to downstream processes.



2. WWF-Thailand's Sustainable Consumption and Production

BJC is actively contributing to the development of World Wildlife Fund Thailand's Sustainable Consumption and Production (SCP) Toolkit by sharing best practices, providing insights and offering feedback throughout the process. This toolkit, funded by the International Climate Initiative (IKI) of Germany's Federal Ministry for the Environment, aims to promote sustainable practices in the food sector.

The toolkit will feature checklists summarizing information from a comprehensive literature review, outlining sustainability initiatives that businesses can adopt to reduce their environmental impact. The three focus areas of the checklists include: single-use plastics, food waste and low-carbon transportation.

3. Low Emission Support Scheme (LESS)

BJC has received a Certificate of Appreciation for its participation in the Low Emission Support Scheme (LESS) from the Ministry of Natural Resources and Environment, managed by the Greenhouse Gas Management Organization. BJC implemented greenhouse gas reduction initiatives at its headquarters by upgrading 1,200 fluorescent light fixtures from 36 watts to energy-efficient 16-watt LED bulbs. Additionally, organic waste from employees was converted into soil conditioner using an organic waste processing machine, which is then used to grow vegetables in the office rooftop garden under the Circular Urban Farm project.


ใบประกาศเกียรติคุณ
(Letter of Recognition; LOR)
โครงการสนับสนุนกิจกรรมลดก๊าซเรือนกระจก
(Low Emission Support Scheme: LESS)
กระทรวงทรัพยากรธรรมชาติและสิ่งแวดล้อม
โดย องค์การบริหารจัดการก๊าซเรือนกระจก (องค์การมหาชน)
เพื่อแสดงว่า
บริษัท เบอร์ลี่ยุคเกอร์ จำกัด (มหาชน)
ดำเนินการ
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These efforts have resulted in a reduction of 60.564 tons of CO2 equivalent emissions, demonstrating BJC's commitment to minimizing greenhouse gas emissions and fostering social and environmental responsibility. This aligns with the organization's vision to be a trusted business partner dedicated to creating a sustainable environment.

4. Vegetable Waste for Sustainable Agriculture

In 2024, Big C collaborated with the Chiang Mai Produce Aggregation Center, a hub for sourcing fresh fruits and vegetables from Northern Thai farmers for distribution across Big C stores nationwide. The partnership focused on utilizing vegetable trimmings from the assembly process to support agricultural sustainability and environmental preservation.

Through this initiative, 165,495 kilograms of vegetable waste were diverted from landfills, reducing environmental impact and greenhouse gas emissions. Instead, the waste was repurposed as organic fertilizer and animal feed, directly benefiting over 100 farming households. To amplify the impact, Big C provided farmers with knowledge and guidance on proper organic fertilizer production techniques.

This program not only highlights Big C's commitment to reducing waste and protecting the environment but also supports local farmers' livelihoods, fostering a healthier and more sustainable community.

5. Berli Jucker Foods Continues Reforest Initiative for Watershed Reforestation

Berli Jucker Foods collaborated with the Chiang Mai Potato Farmer Cooperative Limited and the Village Headmen and Community Leaders of San Sai District, Chiang Mai, to organize a nature and environmental conservation activity.

This project is dedicated to revitalizing degraded forest areas, increasing watershed forest coverage to benefit local communities and ensuring a reliable water source for agriculture. As part of this effort, over 2,000 trees were planted, comprising 13 species, including Siamese Rosewood, Indian Gooseberry, Burma Padauk, Large-Leaf Mahogany, Agarwood, Red Sanders, Bamboo (Phai Sang Nuan), White Cheesewood, Rosewood, Cassia, Burmese Blackwood, Teak and Tamarind.

The restored forest will directly support approximately 1,500 rai of farmland cultivated by potato farmers under the company's contract farming program, fostering both environmental and agricultural sustainability.



Public Health & Community Well-being

In 2024, BJC strengthens its commitment to public health and community welfare, championing access to healthcare and enhancing safety standards. With innovative projects, including preventative health campaigns, educational initiatives and infrastructure development, BJC addresses immediate needs while fostering long-term resilience. By empowering communities to shape their well-being, BJC promotes prosperity and a higher quality of life. Anchored in societal welfare, BJC inspires collaboration and drives positive change, contributing to a healthier, more inclusive future for all.

1. Smile Bright, Care for Your Oral Health Campaign

Big C, in collaboration with a team of dentists and partners, has launched a campaign to raise awareness about oral health care for children and the general public. Customers are encouraged to purchase toothpaste and toothbrushes, with 1 Baht from each purchase being donated to buy toothpaste and toothbrushes for students in underprivileged schools. A total of 10 schools will receive the donated products to promote good oral health among students.

This project is a collaboration between the business sector and educational institutions, aiming to ensure that Thai children maintain healthy teeth and to raise awareness about the importance of daily oral care.



2. BJC Big C Group Donates Blood to the Red Cross

In 2024, BJC Big C Group, with locations across the country, continued its strong commitment to addressing blood shortages. Through coordinated efforts, the group successfully donated a total of 7,108,000 CC of blood, emphasizing their dedication to supporting healthcare services and enhancing community well-being.

This remarkable contribution not only reflects the generosity of BJC Big C but also demonstrates its ongoing corporate responsibility to safeguard public health. By participating in blood donation drives, the company reinforced its role as a responsible corporate citizen and its commitment to making meaningful contributions to the welfare of society.



3. Big C Supports Royal Project Foundation: Promoting Sustainable Income for Hill Tribe Farmers

Big C Supercenter collaborates with the Royal Project to distribute high-quality agricultural products, supporting over 12,000 hill tribe farmers in Thailand. These products include fresh vegetables, fruits, flowers, coffee and over 100 processed items, ensuring customers nationwide access fresh, clean and safe produce as if sourced directly from the highlands. This initiative not only promotes sustainable farming practices but also helps farmers achieve financial stability and enhances their skills.



Through its efforts, Big C creates significant social and environmental impacts. The project fosters sustainable income for farmers, reduces ecological harm through safe agricultural methods and generates job opportunities within highland communities. By serving as a bridge between farmers and consumers, Big C supports the preservation of traditional farming practices and strengthens local communities.

4. Support Thai SMEs and Farmers

BJC recognizes the pivotal role of Thai farmers in the nation's food security and economic development. Despite their crucial contributions, farmers often grapple with challenges like erratic weather patterns, resource limitations and market fluctuations, hampering their sustainability and economic well-being. To address these issues, BJC is steadfast in supporting Thai farmers through initiatives promoting sustainable agricultural practices, expanding market access and fostering community resilience. In 2024, Big C intensified its commitment to empowering local SMEs and farmers by directly procuring top-quality, locally-sourced products, while launching a pumpkin cultivation program in the marginalized communities of Fang district, Chiang Mai province. By integrating these efforts into its supply chain, Big C not only boosts economic opportunities but also reinforces environmental stewardship and community strength.



In 2024, BJC built on its 2022 achievements by expanding its direct procurement program to purchase 5,000 Tons of 80 products of Thai fruits and vegetables directly from farmers, providing a stable income. This initiative not only ensures the freshness and quality of produce for BJC customers but also contributes to the

economic prosperity of rural communities. Additionally, BJC provides farmers with training and resources to enhance practices, reduce environmental impact and enhance productivity, alongside investments in renewable energy and water conservation. Through these collaborative efforts, BJC is fostering a sustainable and inclusive food system, improving farmer livelihoods, bolstering community resilience and securing the long-term prosperity of Thailand's agricultural sector.

Religions and Cultures

In 2024, BJC remains committed to preserving and promoting religion and culture within communities, recognizing their importance to both stakeholders and potential customers. The company continues to support diverse religious traditions and actively engages in sustaining Thailand's rich cultural heritage.

This year, BJC places a stronger focus on youth involvement, organizing workshops and programs to connect young people with their cultural roots and encourage their role in preserving local traditions. By fostering community engagement and empowering the next generation, BJC strengthens relationships, promotes sustainable development and ensures the continuity of cultural heritage for the future.

1. BJC Big C Group Supports Buddhist Activities and Royal Merit

BJC Big C Group co-hosted a Buddhist chanting ceremony at Wat Suthat Thepwararam Ratchaworamahawihan and pledged to provide drinking water for one year as a royal merit offering in celebration of His Majesty's 6th cycle birthday. The initiative also promotes Buddhist activities, encouraging public participation in chanting and meditation practices.

This event strengthens connections between temples, organizations and communities, reflecting BJC Big C's commitment to creating sustainable value for Thai society. The group remains dedicated to supporting cultural and religious practices with long-term contributions.

2. Big C Art & Culture: Thai Music Preservation

The project "Big C Art & Culture: Thai Music Preservation", now in its third year in 2024, continues to preserve the essence of traditional arts and promote Thailand's rich musical heritage. This initiative provides a platform for students to showcase their talents in Thai music and honors the teachers who have dedicated themselves to passing on this invaluable cultural tradition.



This year, the program made history by organizing an activity featuring 72 talented young musicians from the project. They performed royal compositions in celebration of His Majesty the King's 72nd birthday. The performance, shared widely through online platforms, attracted over 1,000,000 viewers, further amplifying the reach and impact of this meaningful initiative.

3. Support for Drinking Water During Songkran Festival by BJC Big C

During the Songkran festival, a time when people travel across the country in large numbers, BJC Big C has collaborated to provide support to both the public and the officials who facilitate the travel process. The company donated 7,200 bottles of drinking water to various public service points, ensuring convenience for travelers during this busy period.

The goal of this donation is to ease the journey for the public while supporting the officials working at these service points. This initiative helps ensure that officials can perform their duties efficiently and provide excellent service to travelers.

This project is part of BJC Big C's commitment to promoting public health and well-being on all occasions and it reflects their support for community cooperation. It contributes to making this year's Songkran festival a memorable time, not only for happiness but also for the safety of the public nationwide.

Don Jai Project

Don Jai Project continues to empower small retailers, enhance workforce skills and support communities, driving sustainable and inclusive economic growth. Through capacity-building, business modernization and community engagement, the project enables local businesses to thrive while fostering a more resilient and sustainable retail ecosystem.



1. Empowering People: Creating a Continuous Learning Ecosystem

At the heart of Don Jai is the commitment to continuous learning and professional development for both employees and retail partners. By enhancing skills and knowledge, the project ensures individuals stay competitive in an evolving market.

Key Achievements in 2024:

- 100% of employees received professional training, enhancing their expertise in retail management, customer service and digital literacy.
- 70% of trained employees demonstrated improved work performance, leading to higher efficiency and better customer satisfaction.
- Partnerships with industry leaders, such as Tra Chat Rice, provided in-depth product knowledge training, enabling employees to sell effectively and cater to diverse consumer needs.
- Retail and sales strategy workshops equipped store owners with modern business techniques, financial planning skills and inventory optimization strategies.

By fostering a culture of continuous learning, Don Jai is shaping a skilled workforce and a resilient business community, ensuring sustainable long-term success.



2. Strengthening Local Businesses: Driving Sustainable Economic Growth

Don Jai Project empowers small retailers by modernizing operations, integrating technology and enhancing market access, enabling them to compete effectively in today's fast-changing retail landscape.

Key Achievements in 2024:

- Expansion of Don Jai Network – The number of Don Jai member stores grew from 4,830* stores in 2023 to 10,733* stores in 2024, an impressive 122%* increase.
- Access to a Stronger Supply Chain – Over 8,000 products from 3,000+ suppliers are now available, ensuring affordable pricing and high-quality goods for retailers.
- Smart SME POS System Implementation – Digitalization of small businesses through real-time inventory tracking, automated sales reports and financial insights, improving operational efficiency.
- Tailored Business Consultation – Experts provided personalized guidance on pricing strategies, product selection and store layouts to help retailers increase profitability.

By bridging the gap between traditional and modern retail, Don Jai is empowering small businesses to grow sustainably, supporting economic resilience at the grassroots level.

**The total number of Don Jai stores has been restated following the adoption of a revised calculation methodology effective January 2025.*



3. Building Sustainable Communities:
Strengthening Social Responsibility and Resilience

Beyond business support, Don Jai remains committed to uplifting communities through disaster relief, education and responsible business practices.

Key Achievements in 2024:

- Disaster Recovery Support – Don Jai provided direct assistance to retail partners impacted by flooding in Northern and Southern Thailand, enabling them to resume operations swiftly.
- Expansion of Retail Models in Educational Institutions – Don Jai introduced specialized store models for vocational schools, integrating real-world business training into education.
- Promotion of Sustainable Business Practices – Retailers were encouraged to adopt energy-efficient solutions, reduce waste and implement environmentally friendly retailing.

By supporting communities during crises and integrating sustainability into retail, Don Jai strengthens social and economic resilience, ensuring businesses and communities can thrive together.



72nd Birthday Anniversary Project: Honoring the Royal Grace and Loyalty

On July 28, 2024, we at BJC Big C join the nation in celebrating the 72nd birthday of His Majesty the King, an auspicious occasion that reflects his unwavering dedication to the well-being of the people and the country. In recognition of His Majesty's remarkable contributions, we are honored to implement 72 projects as part of our commitment to support and promote his royal initiatives.

These projects, which align with His Majesty's vision for environmental sustainability and improved quality of life, are carried out in collaboration with various sectors to provide widespread benefits across nine key areas:

The 72 projects, approved by The Prime Minister's Office, are designed to cover 9 key areas:

1. Improving quality of life and social development
2. Promoting religion and culture
3. Developing public infrastructure and beneficial structures
4. Advancing science and technology for societal benefit
5. Environmental preservation and natural resource conservation
6. Supporting education
7. Showcasing exhibitions, competitions and performances for community engagement
8. Creating educational materials, media and souvenirs
9. Other areas supporting societal advancement

Project Results	
Project Value (Project Cost in Baht)	93,286,441.06
Stakeholders (People Engaged)	1,638,839.00
Volunteers (Number of Volunteers)	27,820.00
Total Volunteer Work Hours	81,550.00

BJC Big C Group organized 72 projects throughout 2024 as part of the royal commemoration. These projects received significant support from 27,820 volunteers, who dedicated over 81,550 hours of service to benefit society. The success of these projects has allowed us to provide assistance and deliver tangible benefits to the general public, as well as those in need across various areas. This initiative reflects our ongoing commitment to contributing to the well-being of the community and honoring His Majesty's vision for a prosperous and sustainable society.

Highlight Projects

1. Restoration of the Pagoda and Umbrella at Wat Phra That Doi Wao, Chiang Rai Province

BJC Big C Group took part in preserving the Buddhist faith and conserving Thai cultural heritage through the restoration of the pagoda and umbrella at Wat Phra That Doi Wao, Chiang Rai. This project invited customers, the public, employees and executives to join efforts in restoring the deteriorating pagoda, strengthening its structure and enhancing its majestic appearance.

The initiative was organized as a royal dedication and aimed to promote religion, culture and tourism at Wat Phra That Doi Wao, an iconic and sacred site in Chiang Rai. Over 500 participants took part in the ceremony, reflecting the collective power of faith and collaboration from all sectors in nurturing and upholding Buddhism for generations to come.



2. Memorandum of Understanding between BJC Big C Foundation and UNICEF Thailand on Early Childhood Development Program

This collaboration between the BJC Big C Foundation and UNICEF Thailand, launched in March 2024, is a three-year commitment to ensuring every child in Thailand has the best possible start in life. The initiative focuses on empowering children to learn and develop to their full potential within safe and supportive environments – at home, at school and in their communities. The partnership aims to create a nurturing ecosystem that fosters the holistic development of children across Thailand.



3. Hijab and Prayer Mat Donation Project for the Muslim Community

BJC Big C Group is dedicated to enhancing the quality of life and supporting the faith of the Muslim community through the donation of religious attire, including 720 pieces of hijabs and prayer mats, to those in need in the southern region of Thailand. Additionally, the project promotes Islamic education by providing copies of the Quran to students, ensuring they have the necessary resources for their religious studies.

The aim of this initiative is to assist Muslim brothers and sisters facing economic hardships, reduce the financial burden of religious clothing and improve their quality of life. BJC Big C remains committed to carrying out social projects continuously, striving to contribute to a more equitable and supportive society for all.



4. Support for Mammogram Equipment at Chulalongkorn Hospital's Mammogram Center

To enhance the quality of breast cancer diagnosis and promote the health of Thai women, BJC Big C Group supported the installation and provision of modern mammogram equipment at Chulalongkorn Hospital's Mammogram Center. This initiative aims to improve the effectiveness of breast cancer screening and assist patients in need of diagnosis and treatment.

The project seeks to improve the quality of life for Thai women by ensuring access to accurate and timely diagnostic services, marking a significant step in reducing breast cancer mortality rates. Additionally, it promotes public awareness of the importance of regular health screenings.



5. Newborn Heart Surgery Project

BJC Big C Group, in collaboration with the Heart Foundation for Children, supported the Newborn Heart Surgery Project to assist newborns diagnosed with severe heart conditions, ensuring they receive timely medical care.

With the support of BJC Big C in covering surgery costs, children born with heart disease have a greater chance of survival and an improved quality of life. This financial aid plays a crucial role in alleviating the burden on families and provides children with the opportunity to grow up healthy.

This project reflects BJC Big C's commitment to supporting society, particularly in the area of public health, by providing urgent assistance to children in need. It aims to give them the opportunity to live a happy life and grow into future contributors to the nation.



6. Phraya Medicine Box for Communities Project

BJC Big C Group, in collaboration with Phraya Pharmacy and 16 suppliers, including:

1. Goldmint Products Co., Ltd. (Pharmaceutical Division)
2. T-Man Pharma Co., Ltd.
3. DKSH (Thailand) Ltd. (Siribuncha)
4. Sino-Pacific Trading (Thailand) Co., Ltd.
5. Jackjia Industry (Thailand) Plc. (PHARM)
6. Manthana Marketing (Wang Phrom) Co., Ltd. (PURE)
7. Manthana Marketing (3M) Co., Ltd. (PURE)
8. Orax Trading Co., Ltd. (THE EAGLE) (PURE)
9. Silic Pharma Co., Ltd. (Tevakarm Osoth)
10. Manthana Marketing Co., Ltd. (HISAMITSU)
11. Greater Mybacin Co., Ltd.
12. Ha Takap (Sim Tian Hoo) Co., Ltd.
13. B.L. Huah Co., Ltd. (Pharmar)
14. Boss Pharma Care Co., Ltd.
15. Khao Lao Ao Pharmacy Co., Ltd.
16. Wang Nam Kiew Farm Inter Co., Ltd. (SME)

Has supported the provision of essential over-the-counter medicines to 72 underserved communities across the country. The goal of this project is to reduce the financial burden of purchasing basic medicines for these communities while promoting good health and hygiene practices.

7. Underwear for Female Prisons Project

Big C Supercenter, in collaboration with business partners, launched the "Underwear for Female Prisons" project to promote the quality of life and basic welfare for female inmates across the country. The project offered an opportunity for customers and the general public to participate by donating new or gently used underwear at Big C branches nationwide.



The goal of this initiative is to address the shortage of underwear, a basic necessity for female prisoners that may not always be adequately provided. The support from the public and partner organizations not only helps fulfill this fundamental need but also reflects the values of "providing opportunities" and "giving back to society", which are central to the organization's corporate social responsibility.

Big C is committed to being a hub for facilitating assistance through projects that create positive social impact, continuously developing initiatives that align with the company's sustainability goals.

8. Breast Prosthesis Sewing for Breast Cancer Patients Project

BJC Big C, in collaboration with Sabina Far East Co., Ltd., invited customers, the general public, employees and executives to join efforts in sewing 720 pairs of breast prostheses, which were then donated to the National Cancer Institute and breast cancer patients.

The objective of this project is to help restore the quality of life and rebuild the confidence of breast cancer patients following surgery. The breast prostheses sewn for this initiative are carefully designed to match the appropriate weight and shape for the body, enabling patients to regain confidence and return to their daily activities with greater assurance.



9. Body Donation for Medical Students Project

BJC Big C, in collaboration with the Thai Red Cross Society, established a body donation center to promote medical education. The initiative invited employees, business partners and customers to donate 72 bodies to be used as cadavers for teaching medical students.

The goal of this project is to enhance the opportunities for medical students to study human anatomy, a crucial foundation in developing medical knowledge. This helps ensure that healthcare professionals are well-prepared to treat patients in the future. Body donation is a noble act that contributes to the healthcare system, passing on valuable knowledge to future generations.

10. Happy Meal Box for the Underprivileged Project

Big C invites customers and the general public to join in sharing meals with those in need through the " Happy Meal Box for the Underprivileged" project. This initiative provides an opportunity for those with goodwill to donate funds, which will be used to prepare 7,200 Happy Meal Boxes for delivery to 10 charity organizations.



The goal of this project is to provide nutritious and sufficient meals to the underprivileged in shelters, helping to ease the financial burden of food costs for these organizations. Big C remains committed to ongoing social initiatives that aim to bring happiness and nourishment to those in need, contributing to a more compassionate and supportive society.

11. Scholarship and Employment Opportunities with Big C Project

BJC Big C continues to support education and create opportunities for Thai youth by providing scholarships to 720 students in need across the country, totaling 3,660,000 baht. This initiative helps students who excel academically but lack financial resources, allowing them to continue their studies with confidence. Additionally, Big C offers scholarship recipients the chance to work part-time during their studies, gaining valuable experience and skills while helping alleviate the financial burden on their families.

Benefits of the Project

Provides support for academically talented students who lack financial means to cover their tuition fees

- Reduces the financial burden on families, enhancing economic stability
- Boosts students' motivation to study, encouraging them to pursue self-improvement
- Opens opportunities for part-time employment, allowing students to earn income and gain work experience at Big C

BJC Big C remains committed to promoting education and improving the quality of life for Thai youth, ensuring a bright and sustainable future ahead.

12. BJC Big C Group Volunteers Unite for Beach Cleanup and Marine Wildlife Restoration

The BJC Big C Group organized a meaningful environmental initiative focused on beach cleanup and the release of marine animals back to their natural habitat. The event took place at the Sea Turtle Conservation Center of the Royal Thai Navy in Sattahip District, Chonburi Province.



A total of 134 volunteers, including employees and their families, participated in releasing sea turtles and attended an educational session on the lives and conservation of sea turtles and other marine species. The team also collected 17 kilograms of waste from Tawanron Beach, contributing to the preservation of this scenic coastal area.

This initiative exemplifies the collaborative efforts to protect the environment while fostering awareness of the importance of conserving nature and rare marine species. By combining education and action, the program underscores the commitment to sustaining the delicate balance of marine ecosystems for future generations.

13. Donation of Soil Amendments from Industrial Waste for Environmental and Green Space Development Project

BJC Big C supports environmental preservation and the expansion of green spaces by donating soil amendments made from processed industrial waste. These soil amendments are tailored to enhance the health of trees and flowers in public parks and other community spaces.

A total of 1,000 kilograms of soil amendments were donated to key public parks in Bangkok, including Phra Nakhon Park, 60th Anniversary of Her Majesty the Queen Park and Wanaphirom Romklao Park. Additionally, donations were made to local government agencies and communities, such as the Subdistrict Administrative Organization of Siharachonoi, Hua Koo Temple and Charoenrat Health Promoting Hospital.

This project demonstrates an effective use of resources by transforming industrial waste into valuable products. It not only improves soil quality but also provides essential nutrients to plants, promoting healthy growth of trees and flowers, enhancing ecosystems and contributing to sustainable environmental development.

About this Report

In 2024, Berli Jucker Public Company Limited (BJC) proudly presents the 6th annual Sustainability Report, reinforcing its dedication to transparency and accountability in sustainability performance. This report serves as a vital communication channel, reflecting BJC's commitment to integrating sustainability across all operations under its corporate -wide sustainability framework, B.J.C. (Better Living, Joint Success and Caring for Community). It highlights BJC's progress, initiatives and key achievements in economic, environmental and social dimensions, as the company continues its journey toward becoming "Your Trusted Partner for a Sustainable Better Living".

For 2024, the Sustainability Report is structured around the theme **"Nurturing Sustainable Living for All"**, emphasizing BJC's role in fostering a sustainable future by enhancing well-being, economic prosperity and environmental stewardship. This report showcases how BJC leads by example, driving positive impacts through strategic sustainability initiatives, long-term targets and collaborative efforts with stakeholders.

All disclosed information covers the period from January 1, 2024, to December 31, 2024, ensuring alignment with BJC's financial performance and disclosures in the Annual Form 56 - 1 (One Report). The report primarily includes data from three of BJC's core supply chains — Packaging, Consumer and Modern Retail — while social performance from the Healthcare supply chain and select Technical supply chain indicators are also incorporated based on data availability. The reporting scope focuses on subsidiaries registered in Thailand in which BJC holds over 50% equity shareholding, representing 91% of total revenue and 91% of full-time equivalent employees across the company.

This report was developed with input from internal and external stakeholders to ensure that material sustainability impacts, risks and opportunities are accurately reflected. While key ESG performance metrics are disclosed in this report, additional financial performance details, including net profits and non-ESG-related indicators, can be accessed in the Annual Form 56 - 1 (One Report) 2024, available on PDF Page 450 via the following link:

One Report

Reporting Standards and Assurance

The 2024 Sustainability Report aligns with internationally recognized sustainability reporting frameworks, including:

- Global Reporting Initiative (GRI) Standards 2021
- Stock Exchange of Thailand (SET) ESG Index
- Dow Jones Sustainability Indices (DJSI)
- Morgan Stanley Capital International (MSCI) ESG Ratings
- Sustainalytics ESG Ratings

To ensure transparency, credibility and accuracy, BJC engages an independent third-party verifier, LRQA (Thailand) Limited, to conduct an annual external assurance process in compliance with international verification standards.

Through this comprehensive and rigorously verified report, BJC reaffirms its unwavering commitment to driving sustainable business practices, fostering resilient communities and championing environmental responsibility — ultimately nurturing sustainable living for all.

Scope and Consolidation of Entities

In the sustainability report, BJC includes a selected list of entities that have a material impact on our environmental, social and governance performance. While the company's audited consolidated financial statements cover all subsidiaries, joint ventures and affiliates, the list presented in this report focuses on those entities whose operations significantly influence BJC's sustainability outcomes.

When the organization consists of multiple entities, BJC consolidates the information using a systematic approach:

- Adjustment for Minority Interests: the company incorporates necessary adjustments to account for minority interests, ensuring the data reflects the economic contributions of all stakeholders fairly.
- Consideration of Mergers, Acquisitions and Disposals: the consolidation method takes into account corporate changes. Each merger, acquisition, or disposal is evaluated for its material impact on sustainability performance and adjustments are transparently disclosed.
- Consistency Across Disclosures: Although the consolidation approach is applied consistently, it may vary across specific disclosures or material topics based on their unique impact.



Reporting Boundaries for Social and Environmental Performance

Name of Company	Social Performance		Environmental Performance			
	OHS	Human Resources	Energy	Water	Waste	Emission
1. Berli Jucker Public Company Limited	√	√	√	√	√	√
Packaging Supply Chain						
2. Thai Glass Industries Public Company Limited	√	√	√	√	√	√
3. Thai Malaya Glass Company Limited	√	√	√	√	√	√
4. BJC Glass (Thailand) Company Limited	√	√	√	√	√	√
5. Thai Beverage Can Company Limited	√		√	√	√	√
Consumer Supply Chain						
6. Berli Jucker Cellox Company Limited	√	√	√	√	√	√
7. Rubia Industries Limited	√	√	√	√	√	√
8. Berli Jucker Foods Limited	√	√	√	√	√	√
Modern Retail Supply Chain						
9. Big C Supercenter Public Company Limited	√	√	√	√	√	√
10. Berli Jucker Logistics Company Limited	√	√	√	√	√	√
11. BJC Move Company Limited	√	√	√	√	√	√
12. Asia Books Company Limited		√				
13. C Smart solutions Company Limited	√	√	√	√	√	√
Healthcare and Technical Supply Chain						
14. BJH Investment Company Limited	√	√	√	√	√	√
15. White Group Public Company Limited	√	√				
16. Thai-Scandic Steel Company Limited	√	√	√	√	√	√

NOTE: √ data from business is available, - data from business is NOT available.

Given BJC's diversified operations across multiple entities, the company determines the scope of entities included in this report based on full operational control. This approach ensures that the sustainability report accurately reflects BJC's direct impact and accountability across its operations.

BJC applies this reporting boundary consistently to all mergers, acquisitions and divestitures that occur during the reporting year. Entities that BJC acquires or disposes of within the reporting period are assessed for their relevance and inclusion based on the extent of operational integration and data availability.

BJC's Sustainable Development

Throughout the 2024 reporting year, BJC has remained steadfast in its commitment to sustainable development, leveraging its centralized corporate sustainability framework,

"B.J.C" as a guiding principle. This framework continues to ensure a comprehensive and balanced approach across the three key dimensions of sustainability — Environmental, Social and Governance (ESG) — enabling BJC to navigate an increasingly complex global economic landscape while maintaining its leadership in sustainable business practices.

The 2024 Sustainability Report is prepared in accordance with domestic and international sustainability reporting frameworks, ensuring transparency, accountability and comparability with industry best practices. These frameworks include:

- Global Reporting Initiative (GRI) Standards 2021
- S&P Global ESG Assessments
- United Nations Sustainable Development Goals (UNSDGs)
- International Financial Reporting Standards (IFRS) for sustainability-related disclosures

By aligning with these global sustainability standards, BJC reinforces its ability to proactively manage emerging risks, capitalize on new opportunities and minimize operational impacts across its value chain. This commitment underscores BJC's ongoing efforts to integrate sustainability at the core of its business operations, fostering resilient communities, responsible business practices and environmental stewardship, further cementing its position as **"Your Trusted Partner for a Sustainable Better Living"**.



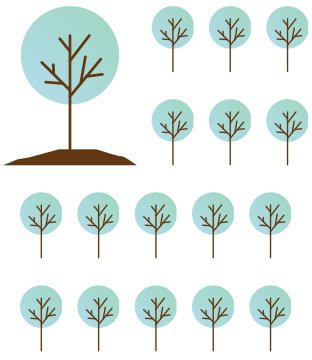
B We care about effective climate strategy and energy management, in addition to emphasizing on environmental management to safeguard and preserve the finite natural resources available.

J We aim to elevate product safety & quality through responsible supply chain management, to source the best products available, to sell out products through various channels, including online, which are secured through data and cyber security measures.

C We continue to prioritize employee's wellbeing and uphold human rights, fostered through various employee management and human right initiatives. This is also extended to surrounding communities.

Commitment to Inclusive Accountability & Net Zero Goals

To ensure inclusive accountability across all sustainability topics, BJC remains fully committed to its corporate-wide '1+5 Strategy', a comprehensive framework that drives the company toward achieving Net Zero Greenhouse Gas (GHG) Emissions by 2050. This strategy aligns with both national and international climate commitments, reinforcing BJC's proactive approach in mitigating climate risks, enhancing operational sustainability and contributing to global decarbonization efforts. The **'1+5 Strategy'** is structured to integrate sustainability across all levels of the organization through the following key components:

<table>
<tr><td colspan="3">Vision: Your Trusted Partner for a Sustainable Better Living</td></tr>
<tr><td colspan="3">Target to Reduce Greenhouse Gas Emissions Intensity Compared to Base Year 2021</td></tr>
<tr><td>Base year 2021</td><td colspan="2">15% Reduction within 2032 (GHG Scope 1+2)</td><td>Net Zero Emissions within 2050</td></tr>
<tr><td>1 Build</td><td colspan="3">5 Curbs</td></tr>
<tr><td rowspan="4"></td><td></td><td>Reduce Scope 1&2 Emissions
by 15% (ton CO2)</td></tr>
<tr><td></td><td>Reduce the use of non-renewable energy
by 15% (MWh)</td></tr>
<tr><td></td><td>Reduce water consumption
by 15% (Million Cubic Meter)</td></tr>
<tr><td></td><td>Reduce food waste generation
by 15% (Ton)</td></tr>
<tr><td>Plant 150,000 more trees</td><td></td><td>Reduce packaging volume
by 15% (Ton)</td></tr>
</table>

Remark: Target per revenue

By embedding the '1+5 Strategy' into its core business practices, BJC actively fosters sustainability leadership, ensuring long-term resilience while nurturing sustainable living for all.

Stakeholder Identification and Engagements

Throughout the 2024 reporting period, BJC continued its strong commitment to stakeholder engagement, ensuring alignment with international reporting standards, including the Global Reporting Initiative (GRI) Standards 2021. These frameworks serve as a foundation for BJC's structured and transparent approach to stakeholder engagement, enabling the company to effectively identify, prioritize and address stakeholder concerns while integrating their insights into sustainability strategies and risk management.

To systematically engage stakeholders, BJC conducts an internal Stakeholder Prioritization Workshop, designed to:

- Identify and classify key stakeholder groups based on their level of influence and impact on BJC's business.
- Prioritize stakeholder concerns through materiality assessments and feedback mechanisms.
- Integrate stakeholder insights into business strategy, sustainability development and risk mitigation frameworks.

Stakeholder Engagement Process

BJC's Sustainability Working Group oversees the stakeholder engagement process, ensuring that relevant perspectives from across the organization are represented. The group comprises:

- Business Unit Heads (representing all core divisions of BJC)
- Human Resources (HR) (ensuring alignment with employee well-being and labor rights initiatives)
- Investor Relations (capturing investor expectations and sustainability-linked financial risks)

Integrating Stakeholder Feedback into Business Strategy

The insights gathered from stakeholder engagement are actively incorporated into BJC's strategic decision-making process, ensuring that sustainability initiatives address emerging challenges, enhance resilience and create shared value for all stakeholders.

By maintaining proactive and inclusive engagement, BJC strengthens stakeholder trust, enhances transparency and ensures that its sustainability initiatives remain relevant, impactful and aligned with the company's long-term vision of nurturing sustainable living for all.

Stakeholder Group	Engagement Channels	Stakeholder's Key Interests and Concerns	Key Response Actions
Customers and Consumers	• Joint business planning • Meetings with key customers • Customer service hotline and sales team • Customer satisfaction surveys ("Voice of Customer") • Social media platforms • Call centers, emails, websites • Customer service desks at retail stores • Big Card Program • Focus groups, events	• Price perception and promotions • Product quality and freshness • Variety and selection • Value for money • Convenient shopping experiences • Health and wellness • Sustainability and ethics (e.g., reducing food waste, eco-friendly packaging, fair trade)	• Enhance both online and offline engagement channels to adapt to evolving customer behaviors • Strengthen quality control measures to ensure product safety and freshness • Expand product variety based on market research and consumer trends • Collaborate with suppliers to introduce new and innovative products. • Regular price monitoring, price matching policies and strategic promotions and discounts. • Improve customer experience with optimized store layouts and flexible shopping options (online ordering, home delivery, curbside pickup) • Enhance product assortments to include more organic, natural and health-focused products. • Implement sustainability initiatives throughout BJC operations. • Increase sustainability efforts and transparently communicate them to customers through marketing campaigns, labeling and corporate reports.
Shareholders & Investors	• Meetings and conferences • Corporate website • Annual General Meeting (AGM) • Communications through the Stock Exchange of Thailand (SET) • Direct contact (phone, email)	• Competitive landscape changes • Business growth and innovation opportunities • Financial performance (revenue growth, profit margins, ROI) • Market positioning • Supply chain efficiency • E-commerce & digital transformation • Corporate governance and risk management	Drive innovation and sustainability to maintain competitiveness • Implement cost-saving initiatives to improve profitability • Conduct market analysis to identify expansion opportunities • Pursue strategies such as product innovation, brand differentiation and strategic partnerships to strengthen market position and capture market share from competitors • Strengthen supply chain resilience and operational efficiencies • Invest in technology and automation to improve operational efficiency and reduce costs • Invest e-commerce infrastructure, online platforms and digital marketing capabilities • Explore opportunities in areas such as click-and-collect, personalized marketing to enhance the digital shopping experience • Maintain strong corporate governance with risk assessments and compliance measures
Employees	• Employee orientation programs • Diverse comments, complaints and anonymous whistleblower channels • Annual employee engagement surveys • Direct communications (email, phone) • Meetings (frontline & executive) • Internal mobile app (@Work) • Intranet (BJC News) • Employee welfare committees • Human rights due diligence • Corruption and bribery reporting channels	• Career growth opportunities • Workplace culture development • Occupational health & safety • Diversity, equity and inclusion (DEI) • Compensation, benefits and fair wages • Human Capital Development • Employee Well-being programs • Compliance with Human Rights and Protection Standards	• Offer professional development programs (soft & hard skills training) • Corporate events • Promote workplace diversity & equal opportunities • Ensure compliance with labor rights and safety standards • Provide well-being programs and competitive benefits • Strengthen employee engagement initiatives • Corruption and bribery investigation systems

Stakeholder Group	Engagement Channels	Stakeholder's Key Interests and Concerns	Key Response Actions
Business Partners & Suppliers (including vendors & subcontractors)	• Business meetings • Joint Business Planning (JBP) • Direct contact (phone, email, face-to-face)	• Reliable & consistent supply chain management • Fair and transparent dealings • Collaborative product innovation • Sustainable sourcing and ethical practices	• Foster strong supplier relationships through open communication • Ensure fair pricing & contractual transparency • Partner with suppliers to develop sustainable and innovative products • Research new market trends and explore innovative solutions to meet consumer needs • Ensure environmentally friendly practices • Implement supply chain best practices (e.g., reducing packaging waste, optimizing logistics) • Invest in technologies such as traceability systems
Government & Regulators	• Regular engagement with the Stock Exchange of Thailand (SET), The Securities and Exchange Commission of Thailand (SEC), The Trade Competition Commission of Thailand (TCCT) and The Department of Intellectual Property (DIP) • Direct meetings, emails, phone calls	• Compliance with regulations • Labor management laws • Community engagement/support within 5km from operating sites • Occupational Health and Safety Frequency and Severity • Environmental Monitoring report	• Maintain regulatory compliance, including labor management laws across all operations • Allocate resources for employee well-being & safety • Establish emergency response protocols
Communities & Environment	• Conduct site visits and meeting with domestic authorities and communities' representatives • Factory engagement programs • Website • Direct communication (phone, email)	• Regulatory compliance • Environmental impact reduction • Local economic development (domestic hiring, supplier support)	• Conduct regular community engagement programs • Strengthen CSR initiatives (e.g., school safety training, environmental conservation projects) • Support local businesses and domestic hires
Media	• Press conference and group interview to update business directions • Press trips to foster relationship with media • Organize events to present products and services • Write press releases and share key activities of the organization to the media	• Accurate and transparent corporate communication • Brand engagements • Product quality and safety of each business under BJC Big C • Expand media platform • Crisis management plan to coordinate with media to edit/delete press releases in various channels to avoid issues escalation, which may affect corporate image	• Strengthen media partnerships through strategic engagements • Support activities organized by the media such as anniversaries and rally activities • Offer high quality products and services samples by sending new products to the press to promote to customers • Expand presence on new media platforms (KOLs, influencer) • Plan of 24 hours to protect company's reputation • Design and release company news in Thai and English to reach all customers • Enhance corporate reputation management with real-time crisis response
Internal Committees	• Meetings, direct calls, emails	• Financial performance & cost control • Maximizing profitability • Managing financial risks • Compliance & risk management • Brand management and customer engagement • Increasing market share and enhancing customer loyalty • Optimizing efficiency, reducing costs and ensuring smooth operations • Attracting and retaining top talent • Fostering a positive work culture • Ensuring compliance with HR policies and procedures.	• Providing accurate and timely financial reporting • Conducting financial analysis to identify areas for improvement and implementing cost-saving initiatives. • Creating strategic planning and investment decisions to allocate resources effectively and drive long-term growth • Developing and executing marketing campaigns that resonate with target customers • -Conducting market research to understand consumer preferences and trends and leveraging digital marketing channels to reach a wider audience

Stakeholder Group	Engagement Channels	Stakeholder's Key Interests and Concerns	Key Response Actions
		• Minimizing environmental impact, enhancing brand reputation and meeting stakeholder expectations for corporate social responsibility	• Investing in technology for inventory management and logistics tracking. • Put important in employee training and development programs. • Implementing performance management systems to recognize and reward top performers • Fostering open communication channels to address employee concerns • Implementing sustainability practices throughout BJC operations, such as sourcing products from sustainable suppliers, reducing packaging waste and supporting community initiatives
Rental Property Owners & Creditors	• Meetings • Direct proposals via email/letters	• Business growth & financial stability • Compliance with property agreements • Compliance with applicable regulatory requirements	• Develop long-term leasing & investment strategies • Ensure regulatory compliance in property management

Sustainability Materiality Topics 2024

In 2024, BJC reaffirmed its commitment to sustainability by identifying material topics that reflect the company's most significant impacts on the economy, environment and society, including human rights. The materiality assessment process was conducted in accordance with the latest Global Reporting Initiative (GRI) Standards 2021, integrating the double materiality principle to evaluate both impact materiality (BJC's impact on society and the environment) and financial materiality (sustainability-related risks and opportunities affecting BJC's financial performance).

The assessment involved comprehensive stakeholder engagement, including internal and external consultations, benchmarking against industry peers and an in-depth review of regulatory frameworks. Key sustainability trends and business imperatives shaped the materiality topics, ensuring alignment with BJC's strategic priorities and global best practices.

Materiality Topics 2024

These topics form the foundation for BJC's sustainability strategy, reporting and corporate initiatives in 2024.

Priority Level*	Environmental	Economic	Social
Critical	Climate Strategy & Energy Management	Responsible Supply Chain Technology & Innovation	Employee Management
Focus	Environmental Management	Data & Cybersecurity Privacy Protection	Human Rights
Foundational	Packaging & Circularity		Community Development

*Note: Prioritization levels (Critical, Focus, Foundational) are adapted from the principles of the SASB Materiality Framework (Sustainability Accounting Standards Board) and customized for internal use.

Materiality Analysis and Integration

BJC conducts a comprehensive materiality analysis at least annually. This process involves engaging a broad range of stakeholders—including employees, customers, suppliers and community representatives — to identify, assess and prioritize the issues that are most significant to BJC's business and its stakeholders. The results of this analysis are visually represented in a materiality matrix, which clearly maps material issues based on their impact and likelihood, ensuring that both the most critical environmental, social and governance (ESG) issues are addressed.

The outcomes of the materiality assessment are fully integrated into BJC's Enterprise Risk Management (ERM) process, ensuring that material issues inform strategic decision -making and risk mitigation strategies across the company. To further enhance transparency and credibility, the materiality assessment process is verified annually by an independent third-party assurance provider. This verification provides stakeholders with confidence that BJC's prioritization of material issues is both objective and aligned with internationally recognized standards.

Materiality Consolidation Process

The 2024 materiality assessment process followed a structured methodology to ensure a robust and comprehensive evaluation of sustainability priorities. The process included the following key steps:

1. Identification of Relevant Sustainability Topics

BJC identified relevant material topics based on multiple inputs:

- Thought Leadership & Global Trends: Insights from S&P Global, MSCI, World Economic Forum, Sustainalytics and other sustainability frameworks.
- Peer Benchmarking: Analysis of industry best practices and sustainability disclosures from global and regional peers.
- Stakeholder Insights: Engagement with employees, investors, suppliers, regulators, customers and community representatives to capture expectations and concerns.

2. Impact and Risk Assessment

Following the identification phase, BJC conducted a double materiality assessment, incorporating:

- Impact Materiality: Assessing BJC's impact on society, environment and human rights across the value chain.
- Financial Materiality: Evaluating how sustainability risks and opportunities affect BJC's financial performance, resilience and regulatory compliance.
- Stakeholder Interviews & Workshops: Engaging internal and external stakeholders through structured interviews and workshops to validate material issues.

3. Prioritization and Validation

The final step involved consolidating and validating the most significant sustainability topics through:

- Expert Consultation: Engaging independent sustainability experts to review the assessment.
- Executive Workshop: Conducting a high-level review with senior management to prioritize topics.
- Approval by the Sustainability Development Committee (SDC): Formal validation and endorsement of material topics for integration into BJC's sustainability strategy and reporting.

This structured approach ensures that BJC's sustainability efforts are data-driven, stakeholder -informed and aligned with global best practices.

Changes to the Materiality Topics in 2024

In 2024, BJC's materiality topics were refined to reflect emerging sustainability trends, stakeholder priorities and strategic focus areas. Key changes include:

Refinements in Governance Topics

- **Climate Strategy & Energy Management** remains a top priority, focusing on carbon reduction, energy efficiency and renewable energy expansion. BJC continues its commitment to Net Zero GHG Emissions by 2050, aligning with global and national climate goals. The company is further strengthening its climate risk assessments and decarbonization initiatives across operations and supply chains.
- **Technology & Innovation** has been introduced as a standalone topic to emphasize the role of digital transformation, AI governance and advanced technologies in driving sustainability and business growth.
- **Responsible Supply Chain Management** remains a priority, focusing on supply chain resilience, ESG compliance and supplier engagement.

Enhancements in Environmental Topics

- **Climate Strategy & Energy Management** continues to address climate risks, energy efficiency and decarbonization strategies.
- **Environmental Management** consolidates waste, water and biodiversity initiatives, ensuring a holistic approach to resource management.
- **Packaging & Circularity** has been introduced as a key topic, recognizing the increasing importance of sustainable packaging, circular economy principles and regulatory compliance.

Updates in Social Topics

- **Employee Management** continues to be a key priority, the focus expands on enhancing workforce engagement, well-being and leadership development to ensure long-term employee satisfaction and business resilience.

- **Human Rights** remains a core pillar, with strengthened commitments to human rights due diligence, ethical labor practices and responsible business conduct across all operations and supply chains.
- **Community Development** is reinforced to drive sustainable social impact through strategic partnerships, local community investments and education programs, fostering long-term economic and social benefits.

By refining the materiality topics in 2024, BJC continues to strengthen its sustainability governance, enhance transparency and align corporate responsibility initiatives with stakeholder expectations.

Reporting Period, Frequency and Contact Information

This report covers the period from 1 January 2024 to 31 December 2024 and is published on an annual basis.

For any questions or further information regarding this report, please contact BJC's Sustainability team at Sustainability@bjc.co.th

BJC has published reports on specific matters to provide detailed explanations regarding the guidelines and performance for each topic. Similar to the contents of the Sustainability Report, the Sustainability Performance Report 2024 include baseline year targets, actual performance, percentage of target achieved, and relevant data.

Sustainability Performance Report 2024



GRI Content Index

Statement of use	Berli Jucker Public Company Limited has reported in accordance with the GRI Standards for the period of 1st January to 31st December 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	-

GRI 2: General Disclosures

Disclosures	Chapter	Location		Omission		
		Page/Website /Omission	PDF	Requirement (s) omitted	Reason	Explanation
2-1 Organizational details	Organization overview	12-13	12-13			
2-2 Entities included in the organization's sustainability reporting	About this report	190-191	190-191			
2-3 Reporting period, frequency and contact point	About this report	200	200			
2-4 Restatements of information	About this report	189-190	189-190			There was no significant change from the previous reporting period
2-5 External assurance	About this report	190	190			
	Document	Website				
2-6 Activities, value chain and other business relationships	Organization overview	12-15	12-15			
2-7 Employees	Sustainability Performance Report 2024	12	14			
2-8 Workers who are not employees		There were no workers who are not employees				
2-9 Governance structure and composition	Corporate Governance	24	24			
	Website	Website				
2-10 Nomination and selection of the highest governance body	Corporate Governance	25	25			
	Corporate Governance	Website				
2-11 Chair of the highest governance body	Corporate Governance/ One Report/ Website	25	25			
2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance	25-28	25-28			
2-13 Delegation of responsibility for managing impacts	Corporate Governance	27	27			
2-14 Role of the highest governance body in sustainability reporting	Corporate Governance	27-28	27-28			

Disclosures	Chapter	Location		Omission		
		Page/Website /Omission	PDF	Requirement (s) omitted	Reason	Explanation
2-15 Conflicts of interest	Corporate Governance	25	25			
2-16 Communication of critical concerns	Corporate Governance	31	31			
2-17 Collective knowledge of the highest governance body	Corporate Governance	Website				
2-18 Evaluation of the performance of the highest governance body	Corporate Governance	25-26	25-26			
2-19 Remuneration policies	Corporate Governance	26	26			
	Charter of Nomination and Remuneration Committee	Website				
2-20 Process to determine remuneration	Corporate Governance	Website				
2-21 Annual total compensation ratio	Corporate Governance	Website				
2-22 Statement on sustainable development strategy	Message from the CEO	4	4			
2-23 Policy commitments	Human Rights, Diversity and Inclusion	152, 155-156	152, 155-156			
	Corporate Governance	Website				
2-24 Embedding policy commitments	Corporate Governance	Website				
	Human Rights, Diversity and Inclusion	Website				
2-25 Processes to remediate negative impacts	Corporate Governance	23, 25	23, 25			
	Product Quality and Safety	83	83			
	Community Development	168-169	168-169			
2-26 Mechanisms for seeking advice and raising concerns	Human Rights, Diversity and Inclusion	152-153	152-153			
2-27 Compliance with laws and regulations	Corporate Governance	31	31			
2-28 Membership associations	External Contributions	Website				
2-29 Approach to stakeholder engagement	About this Report	194-197	194-197			
2-30 Collective bargaining agreements	Employee Management	136	136			
	Human Rights, Diversity and Inclusion	153-154	153-154			

Material Topics Disclosure

Disclosures	Chapter	Location		Omission		
		Page/Website /Omission	PDF	Requirement (s) omitted	Reason	Explanation
Material Topics						
3-1 Process to determine material topics	Corporate Governance	28	28	A gray cell indicates something that does not apply. This only relates to the 'Omission' and 'GRI SectorStandard ref. no.'columns.		
	About this report	197-200	197-200			
3-2 List of material topics	About this report	197	197			

Topics-specific Disclosure

GRI Standards	Disclosures	Chapter	Location		External Assurance	Omission		
			Page /Website	PDF		Requirement (s) omitted	Reason	Explanation
Corporate Governance								
Material Topics								
3-3	Management of material topics	Corporate Governance	24-26	24-26				
205-1	Operations assessed for risks related to corruption	Corporate Governance	30-31	30-31				
205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance	29	29				
205-3	Confirmed incidents of corruption and actions taken	Corporate Governance	30	30				
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Corporate Governance	31	31				
Responsible Supply Chain Management								
3-3	Management of material topics	Supply Chain Management	80-83	80-83				
204-1	Proportion of spending on local suppliers	Supply Chain Management	94-96	94-96				
308-1	New suppliers that were screened using environmental criteria	Sustainability Performance Report 2024	11	13				
308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management	95	95				
		Sustainability Performance Report 2024	11	13				
		Sustainable Supply Chain Management	Website					
414-1	New suppliers that were screened using social criteria	Sustainability Performance Report 2024	11	13				

GRI Standards	Disclosures	Chapter	Location		External Assurance	Omission		
			Page /Website	PDF		Requirement (s) omitted	Reason	Explanation
414-2	Negative social impacts in the supply chain and actions taken	Sustainability Performance Report 2024	11	13				
Data and Cybersecurity Privacy Protection								
3-3	Management of material topics	Data and Cybersecurity Privacy Protection	99-101	99-101				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Corporate Governance	108-109	108-109				
Technology and Innovation								
3-3	Management of Material Topics	Technology and Innovation	110-112	110-112				
203-1	Infrastructure investments and services supported	Technology and Innovation	116-117	116-117				
Climate Strategy and Energy Management								
3-3	Management of material topics	Climate Strategy and Energy Management	40-44 32-39	40-44 32-39				
302-1	Energy consumption within the organization	Sustainability Performance Report 2024	1	3				
302-2	Energy consumption outside the organization	Energy Management	Website					
302-3	Energy intensity	Sustainability Performance Report 2024	2	4				
302-4	Reduction of energy consumption	Climate Strategy and Energy Management	40-44	40-44				
302-5	Reductions in energy requirements of products and services	Omission				a, b, c	Information unavailable/ incomplete	BJC has not tracked the energy emission of product
201-2	Financial implications and other risks and opportunities due to climate change	Climate Change	Website					
305-1	Direct (Scope 1) GHG emissions	Sustainability Performance Report 2024	3	5				
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Performance Report 2024	3	5				
305-3	Other indirect (Scope 3) GHG emissions	Sustainability Performance Report 2024	3-4	5-6				
305-4	GHG emissions intensity	Sustainability Performance Report 2024	3	5				
305-5	Reduction of GHG emissions	Climate Strategy and Energy Management	36-39	36-39				

GRI Standards	Disclosures	Chapter	Location		External Assurance	Omission		
			Page /Website	PDF		Requirement (s) omitted	Reason	Explanation
305-6	Emissions of ozone-depleting substances (ODS)	Omission				a, b, c, d	Not applicable	Disclosure is not applicable due to BJC's nature of business
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omission				a, b, c	Not applicable	Disclosure is not applicable due to BJC's nature of business
Environmental Management								
3-3	Management of material topics	Environmental Management	45-47	45-47				
Waste Management								
306-1	Waste generation and significant waste-related impacts	Waste Management	Website					
		Environmental Management	47	47				
306-2	Management of significant waste related impacts	Environmental Management	48-55	48-55				
306-3	Waste generated	Sustainability Performance Report 2024	8	10				
306-4	Waste diverted from disposal	Sustainability Performance Report 2024	8	10				
306-5	Waste directed to disposal	Sustainability Performance Report 2024	9	11				
Water								
303-1	Interactions with water as a shared resource	Environmental Management	61-66	61-66				
		Sustainability Performance Report 2024	4-7	6-9				
		Website	Website					
303-2	Management of water discharge related impacts	Environmental management	64-65	64-65				
		Sustainability Performance Report 2024	7	9				
303-3	Water withdrawal	Sustainability Performance Report 2024	4-5	6-7				
303-4	Water discharge	Sustainability Performance Report 2024	6	8				
303-5	Water consumption	Sustainability Performance Report 2024	6	8				

GRI Standards	Disclosures	Chapter	Location		External Assurance	Omission		
			Page /Website	PDF		Requirement (s) omitted	Reason	Explanation
Packaging and Circularity								
3-3	Management Approach	Packaging and Circularity	73-76	73-76				
301-1	Material used by weight or volume	Sustainability Performance Report 2024	10	12				
301-2	Recycled input material used	Sustainability Performance Report 2024	10	12				
301-3	Reclaimed products and their packaging materials	Omission					Information unavailable/ incomplete	BJC has not tracked Reclaimed products and their packaging materials
Employee Management								
3-3	Management of material topics	Employee Management	122-125	122-125				
401-1	New employee hires and employee turnover	Sustainability Performance Report 2024	12-13	14-15				
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Management	Website					
401-3	Parental leave	Employee Management	Website					
402-1	Minimum notice periods regarding operational changes	Employee Management	138-139	138-139				
403-9	Work-related injuries	Sustainability Performance Report 2024	18-19	20-21				
		Employee Management	144-149	144-149				
404-1	Average hours of training per year per employee	Sustainability Performance Report 2024	14	16				
404-2	Programs for upgrading employee skills and transition assistance programs	Employee Management	124-134	124-134				
404-3	Percentage of employees receiving regular performance and career development reviews	Employee Management	126	126				
Human rights, Diversity and Inclusion								
3-3	Management of material topics	Human Rights, Diversity and Inclusion	150-152	150-152				
405-1	Diversity of governance bodies and employees	Sustainability Performance Report 2024	14-15	16-17				
405-2	Ratio of basic salary and remuneration of women to men	Sustainability Performance Report 2024	16	18				
406-1	Incidents of discrimination and corrective actions taken	Corporate Governance	24	24				

GRI Standards	Disclosures	Chapter	Location		External Assurance	Omission		
			Page /Website	PDF		Requirement (s) omitted	Reason	Explanation
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights, Diversity and Inclusion	154	154				
408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights, Diversity and Inclusion	155	155				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights, Diversity and Inclusion	155	155				
410-1	Security personnel trained in human rights policies or procedures	Human rights, diversity and inclusion	156-157	156-157				
Community Contribution and Development								
3-3	Management of material topics	Community Contribution and Development	162-165	162-165				
413-1	Operations with local community engagement, impact assessments, and development programs	Community Contribution and Development	168	168				
413-2	Operations with significant actual and potential negative impacts on local communities	Community Contribution and Development	162	162				

LRQA Independent Assurance Statement

Relating to Berli Jucker Public Company Limited's Sustainability Report for the calendar year 2024 (1st January 2024 – 31st December 2024)

This Assurance Statement has been prepared for Berli Jucker Public Company Limited's Sustainability in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA was commissioned by Berli Jucker Public Company Limited's (BJC) to provide independent assurance on its Sustainability Report CY 2024 for the period from 1st January 2024 to 31st December 2024 ("the report") against the assurance criteria below to a limited level of assurance with reference to GRI specific standard disclosures[1] listed below and materiality of the professional judgement of the verifier using LRQA's verification procedure. The exceptions are the direct and indirect GHG emissions data where a reasonable level of assurance at 5% materiality has been applied. LRQA's verification procedure is based on current best practice, is in accordance with ISAE 3000 and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered BJC's operations and activities in Thailand only and specifically the following requirements:

- Confirming that the report is in accordance with the GRI Standard (2021)[1].
- Reviewing GRI 3-1 materiality assessment process is based on the principle of double materiality or considers internal impact on the business as well as external impact on society and the environment.
- Evaluating the reliability of data and information for only the selected environmental and social indicators listed below:
  - GRI 302-1: Energy consumption within the organization
  - GRI 305-1: Direct GHG emissions (Scope 1)
  - GRI 305-2: Energy indirect GHG emissions (Scope 2)
  - GRI 305-3 Other indirect (scope 3) GHG emission (Category 1 – Purchased goods and services (water), Category 3 – Fuel- and energy-related activities, Category 5 – Waste generated in operations)
  - GRI 303-3: Water withdrawal
  - GRI 303-4: Water discharge
  - GRI 303-5: Water consumption
  - GRI 306-3: Waste generated
  - GRI 306-4: Waste diverted from disposal including break-down information of Food Loss & Waste
  - GRI 306-5: Waste directed to disposal including break-down information of Food Loss & Waste
  - GRI 308-1: New suppliers that were screened sing environmental criteria
  - GRI 308-2: Negative environmental impacts in the supply chain and actions taken
  - GRI 403-9: Work-related injuries
  - GRI 405-2: Ratio of basis salary and remuneration of women to men (Gender Pay Indicator Gap)
  - GRI 414-1: New suppliers that were screened using social criteria
  - GRI 414-2: Negative social impacts in the supply chain and actions taken
- Confirming that the report complies with DJSI's requirement in Non-GRI Applicable (2 topics)
- Evaluating the reliability of data and information for only the Code of Conduct and Compliance System, as well as reviewing Board Performance through data provided by relevant parties to ensure the effectiveness of Board Performance.

Our assurance engagement excluded the data and information of BJC's operations besides the defined sustainability reporting boundary, as well as suppliers, contractors and any third parties mentioned in the report.

LRQA's responsibility is only to BJC. LRQA disclaims any liability or responsibility to others as explained in the end footnote. BJC's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of BJC.

LRQA's opinion

Based on LRQA's approach, the direct and indirect GHG emissions data in the report are materially correct and nothing has come to our attention that would cause us to believe that BJC has not:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected.

The opinion expressed is formed on the basis of a limited level of assurance, except for the GHG emissions where a reasonable level was applied, and at the materiality of the professional judgement of the verifier.

Note: *The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.*

LRQA's approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing BJC's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this through interviews with external stakeholders and reviewing documents and associated records.

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[1] *https://www.globalreporting.org*
[2] *GHG quantification is subject to inherent uncertainty*

- Reviewing BJC's process for identifying and determining material issues to confirm that the right issues were included in their report. We did this by benchmarking reports written by BJC and its peers to ensure that sector specific issues were included for comparability. We also tested the filters used in determining material issues to evaluate whether BJC makes informed business decisions that may create opportunities that contribute towards sustainable development.
- Auditing BJC's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions, and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Verifying the consolidated data at BJC's corporate level, as well as verifying data and information at the following BJC's sites as per sampling.
  - Thai Malaya Glass Company Limited in Saraburi Province
  - Rubia Industries Limited in Samutprakarn Province
  - Thai-Scandic Steel Company Limited in Rayong Province
  - Thai Beverage Can Limited in Saraburi Province
  - Berli Jucker Foods Limited in Samutprakarn Province
  - Berli Jucker Cellox Limited Prachinburi Province
  - Big C Distribution Center CDC Fresh Food in Chachoengsao Province.
  - Big C Supercenter Ratchadamri and Ratchada Branch in Bangkok Province.
  - Berli Jucker Logistics Company Limited (HBL, LDL, DG) in Bangkok Province.

Observations

Further observations and findings, made during the assurance engagement, are:

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from BJC's stakeholder engagement process.
- Materiality: We are not aware of any material issues concerning BJC's sustainability performance that have been excluded from the report. It should be noted that BJC has established extensive criteria for determining which issue/aspect is material and that these criteria are not biased to the company's management. However, consideration should be given to improving reporting efficiency for some GRI indicators on the efficiency of data collection practices and processes to align with the data flow, such as the GRI 308-2 and 414-2 which are first-year reporting
- Responsiveness: BJC has established and implemented processes for responding to the concerns of various stakeholder groups, especially in relation to GHG emissions. For example: BJC has announced its target for GHG Emissions Reduction from Base Year 2021 (Scope 1 and 2) and Injury rate. However, we believe that in the future the organizations should consider the details below.
  - Completeness of GHG data reporting for distribution centers operation of each region in Thailand and working hours covering all supplier groups for OHS indicator reporting (injury rate) such as transportation groups.
- Reliability: Data management systems are properly defined for the selected environmental and social indicators. However, BJC should consider reviewing data collection and reporting tools related to indicator as below. This will increase the accuracy of data reported in the future.
  - Data collection and assumption method related Waste disposal data relevant to Food Loss & Waste data.
  - Data collection and assumption method related Energy indirect GHG emissions Scope 2 imported by landlord from Big C supercenter branch operations (Mini Big C).
  - Fugitive emission from wastewater treatment unit and cooling energy of tenants for Big C supercenter to consider deductions for GHG emission scope 2 data reporting for the past year and the base year.

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LRQA for BJC and as such does not compromise our independence or impartiality.

kamiga S.

Kamiga Sukkeaw
LRQA Lead Verifier
On behalf of LRQA (Thailand) Ltd.
No. 252/123, Muang Thai - Phatra Complex Tower B, 26th Floor,
Unit 252/123 (C), Ratchadaphisek Road, Huaykwang Sub-district,
Huaykwang District, Bangkok, 10310

Dated: 30th May 2025

LRQA reference: BGK00001180

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