



BJC 137th years

SUSTAINABILITY REPORT 2019



**Growing
Sustainably
Together**

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Message from the Chairman of the Board of Directors, and the Chief Executive Officer and President

Sustainability is our ability to maintain a delicate balance of healthy environmental, social and economic system, indefinitely, on global and local scales. With our vision to become the leading center of production, distribution and services from upstream to downstream in Thailand and in ASEAN, it has been our priority to increasingly integrate sustainability principles throughout our business operations. We are guided by the principles of sustainable development as we harmonize with stakeholders across our value chain, addressing customer's expectations, and enhancing the well-being of communities. In turn, generating successful synergies, contributing to the global actions of achieving the United Nations Sustainable Development Goals (SDGs).

Illustrated in our logo, BJC is like a big tree, deeply rooted within Thailand. Big trees generate countless benefits whether it is combating against climate change, providing us with oxygen, creating economic opportunities from harvests or bringing diverse groups of people together through activities, inspiring our business to recreate such value throughout our operations. As BJC embarks on this journey, we are committed to communicating our sustainability performance annually through a Sustainability Report. This year, we will convey our sustainability performance through the theme **"The Green Big Tree Growing Sustainably Together"**, flourishing in all three dimensions of growing with prosperity, growing with environmental responsibility, and growing with society.

Growing with Prosperity

Prevailing in this era where businesses are jointly connected, particularly due to the improvement of information technology, the algorithm to success situates in utilizing this prime advancement while conducting business with morality and transparency. Throughout our rich and remarkable history, BJC has been committed to good governance and has conducted our business with integrity, transparency and responsibility towards society and the environment. We continuously strive to be at the very forefront of the industries we serve in, relentlessly improving our products and services based on the ever-evolving customer expectations, and strengthening our relationship with stakeholders.

As we pledge to operate our business ethically and provide our customers with only the highest quality of products and services, in 2019, we implemented essential policies, procedures and practices to guide and smoothen our operations. We ensured good corporate governance through the meticulous training programs for our executives, assuring that that they will steer the business towards success with sustainability. Additionally, we expanded our exceptional



services, increasing convenience for our customers through upgrading and implementing the “**Big C Application and Big C Big Wallet**” project, “**Big C Banking Agent**” and “**Big C Parcel Service**”. Furthermore, to broaden our options for healthy products, hence correlating with market demands, we also implemented a stringent quality control process called “**Big C Quality Line (BQL) Safety and Quality Control Process**”.

In parallel with improving our products and services, we continued to support and build competency within our supply chain partners as part of the **Supplier@Heart Program**. Each and every action taken by BJC enable us to maintain our competitiveness in this industry, and build long-term relationships with our stakeholders, thus, growing our business with prosperity.

Growing with Environmental Responsibility

Global attention has been raised regarding the aspects of “Climate Change”, “Plastic Pollution” or even “Water Scarcity. These pervasive concerns headlining media repeatedly reiterate why environmental issues plays a preponderant role in operating a business sustainably. In 2019, BJC updated our corporate Environmental Management Policy, and initiated several programs and projects to mitigate and eliminate, where possible, our adverse impacts on the environment.

To tackle the issue of climate change, we announced our stance to fully support the goal of the United Nations Framework Convention of Climate Change, establishing a stringent target from both direct and indirect to reduce greenhouse gas emissions from our operations. We have communicated our ambition along our value chain such that, together, we will achieve that target.

To address the availability of natural resources in the future, we developed plans to effectively manage consumption, specifically taking into account possibility of scarcity. We adopted the principles of circular economy, invested resources into the research and development, and adopted innovative ideas, to support the sustainable consumption and production patterns of packaging and waste, for example, introducing **natural packaging** to our fresh-food department at Big C stores. Additionally, we successfully **advanced the design of our products** including glass bottles, aluminum cans, and snack packaging to be more environmentally-friendly, lessening natural resources required to produce them.

Growing with Society

BJC has always placed great importance on people. Whether it is our valuable employees, the communities we operate in, or the wider society fostering our business, BJC recognizes the necessity to continuously develop them.

In the world of rapid transformations of aging demographics and increase in competition, new employment challenges surfaced, requiring BJC to focus on attracting and retaining talented employees, streamlining our workforce acquisition process through exercising digital platforms, and supporting their career development and welfare. We also empowered our employees, advocating for diversity, equality and adherence to human rights principles. In 2019, we were proudly recognized by local authorities for our proper occupational health and safety standards and practices.

As for growing with the public, we supported local communities in achieving social cohesion. In 2019, BJC rooted our long-term vision concerning our engagement with local communities, and embraced the balance between philanthropic funding and community development project implementation to sustainably support the public. We continued to support various educational schemes including our **ConnexEd Project**, **Library for Kids Project** and **Scholarship Projects**, offering opportunities to students in need. We supported government projects aiming to reduce economic inequality. We also collaborated with communities to educate children on recycling and waste segregation through our **Separate, and Trade “Zilk” Tissue Project**. Each project echoes our determination to positively contribute to communities, society, and the nation.

As we move into a new decade, we look forward to enhancing a stronger sustainability culture within BJC, reiterating our commitment and dedication to conducting the business based on good corporate governance principles, and being responsible for the society and environment. On behalf of all the executives, I would like to thank our employees, customers, business partners and all stakeholders who have continuously supported BJC on our sustainable development journey. We will strengthen our green big tree, and grow sustainably together.

Mr. Charoen Sirivadhanabhakdi
Chairman of the Board of Directors

Mr. Aswin Techajareonvikul
Chief Executive Officer and President

Key Economic Performance in 2019

2019 Revenue from Sale of Goods and Rendering of Services	158,009 Million Baht
Net profit	7,278 Million Baht
Operating Profit	13,565 Million Baht
Financial Costs	4,971 Million Baht
Employee Benefit Expenses	14,152 Million Baht
Income Tax Expenses	820 Million Baht
Annual Dividend Paid to Stakeholders	2,923 Million Baht
Earnings per Share	1.82 Baht
Return on Shareholders' Equity	6.44%
Return on Assets	2.24%




Revenue from sale of goods and rendering of services











Net profit







Awards and Recognition

No.	Award	Explanation
1		<p>Thailand’s Most Admired Company 2019 in the Retail Industry</p> <p>From: BrandAge Magazine To: Berli Jucker (BJC)</p> <p>The award was provided based on a survey conducted by BrandAge magazine in collaboration with Rajamangala University of Technology Phra Nakorn’s Faculty of Mass Communication Technology. Companies awarded demonstrate a positive corporate image, innovation, contribution to society, striving business performance, exceptional service and outstanding management. BJC jumped from fourth place in the previous year to the first place in 2019.</p>
2		<p>Best Operational Performance 2019</p> <p>From: Shopee To: Big C Supercenter</p> <p>With Big C’s efficient and outstanding online platform used for providing convenience to customers, the Company was selected for this award.</p>
3		<p>Continuous Support for the Mentally Retarded (2019)</p> <p>From: The Foundation for the Welfare of the Mentally Retarded of Thailand Under the Royal Patronage of Her Majesty the Queen To: Big C Supercenter</p> <p>This was awarded as Big C has continuously supported the mentally retarded.</p>

No.	Award	Explanation
4		<p>Certificate of Recognition for Corporate Social Responsibility, 2019</p> <p>From: Social Innovation Foundation To: Berli Jucker (BJC)</p> <p>The Company locally hires full-time employees with disabilities in order that they can be independent, have better quality of life, and are valuable members of their communities.</p>
5		<p>Recognition of Contribution to the Thai Education through CONNEXT ED Program 2019</p> <p>From: Ministry of Education To: Berli Jucker (BJC)</p>
6	 <p>Zero Accident Campaign 2019</p>	<p>Zero Accident Campaign 2019</p> <p>From: Ministry of Labor To: Berli Jucker Cellox (CPC)</p>
7	 <p>BBG CLUB 2019</p> 	<p>BBG CLUB 2019 Award</p> <p>From: Bounce Be Good (BBG) CLUB To: Big C Supercenter</p> <p>This was awarded by the Bounce Be Good (BBG) Club as the Company supports the youth in developing table tennis competencies.</p>

No.	Award	Explanation
8		<p>Exceptional Occupational Health and Safety at Factory (Gold Status) 2019</p> <p>From: Ministry of Labor To: Thai Malaya Glass (TMG) and Thai Glass Industries (TGI)</p> <p>This award was provided to factories who demonstrate a safe and healthy working environment and complies with national regulations.</p>
9		<p>Exceptional Occupational Health and Safety at Factory (Gold Status), 2019</p> <p>From: Ministry of Labor To: Big C Supercenter (Nong Khai Province, Ban Dung District in Udon Thani Province and District 4)</p>
10		<p>Outstanding Labor Relations and Labor Welfare 2019</p> <p>From: Ministry of Labor To: Thai Malaya Glass (TMG), Berli Jucker Cellox (CPC) and Thai Glass Industries (TGI)</p> <p>TMG, CPC and TGI encouraged and realized the importance of the labor relations system development beyond legal requirement. This helps build confidence for employees and ensure the ability for the companies to grow sustainably. Hence, the three companies have used a bilateral mechanism and organizations involved to improve employees' quality of life. It was reported that this award has been awarded to CPC for ten consecutive years</p>

No.	Award	Explanation
11		<p>Certificate of Recognition for “Great” Working Environment, 2019</p> <p>From: Samut Prakan Public Health Office To: BJCGlass</p>
12		<p>Exceptional Working Environment (Gold Status), 2019</p> <p>From: Ministry of Public Health To: BJCGlass</p> <p>The Company was awarded “Gold Status” for an exceptional working environmental that is safe and free from diseases.</p>
13		<p>Certification of Appreciation 2019</p> <p>From: Ministry of Natural Resource and Environment To: BJCGlass</p> <p>The Company was awarded with the certificate of appreciation for its valuable contribution to the pilot project of “Thailand Voluntary Emission Trading Scheme” by the Ministry of Resource and Environment of Thailand on 19th September 2019.</p>
14		<p>“Very Good” Corporate Governance</p> <p>From: Thai Institute of Director (IOD) To: Berli Jucker</p>

About BJC

History

For more than 137 years, Berli Jucker Company has continued to prosper our rich and remarkable history of being at the very forefront for the trading, manufacturing and service industries in Thailand. The Company was first founded in the Siam in 1882 by the the two Swiss merchants Mr. Albert Jucker and Mr. Henry Sigg. It was established as a public company, listed on the Stock Exchange of Thailand in 1975 as Berli Jucker PLC with the official abbreviation of “BJC”. In 2001, Thai Charoen Corporation (TCC), under the leadership of Mr. Charoen and Khunying Wanna Sirivadhanabhakdi, became the majority shareholders of the Company.

Timeline

Year	Description
1882	Founded in the country of Siam during the Reign of King Chulalongkorn Rama V by Mr. Albert Jucker and Mr. Henry Sigg, to sell a miscellaneous goods, import household products to Siam, and export teakwood out of Siam to other countries.
1914	Opened the first branch in Zurich, Switzerland as a foreign product distribution center.
1924	The Company name was changed to Berli Jucker and Co, where goods such as canned milk, tissue paper, cocoa from Switzerland, United States of America and Denmark were imported.
1934	Expansions were made to Myanmar as a distributor for ships, equipment related to ships as well as newsprint and medicinal products.
1939-1946	Due to the effects of World War II, many businesses closed down including the expansions made by Berli Jucker and Co.
1946	Resumed business after the War had ended, and took on a new partnership with Mr. Walther Miner and Mr. Gustav Heitman.
1948	Entered the manufacturing industry, where a soap factory was opened in the vicinity of Wat Plubplachai.
1951	Established two additional companies called Rubia Industry Limited used for producing fragrance soap under the brand “Parrot Fragrance soap” and “Rosette Fragrance soap” as well as a glassware factory operating under the name Thai Glass Industries PCL.

Year	Description
1959	Began acting as a representative for many leading manufactures as well as engineering companies.
1967	His Majesty the late King Bhumibol Adulyadej bestowed the Garuda Seal to the Company, signifying the honest entrepreneurial spirits that bring prosperity to the nation.
1975	Listed on the stock market of Thailand as one of the seven starting members of the exchange.
1982	Partnered with Pepsi Co USA to established Siam Snack Ltd (presently known as Berli Jucker Food Ltd.) to manufacture snacks.
1987	Further expanded by establishing a manufacturing factory for multi-purpose tissue paper (presently known as Berli Jucker Cellox Ltd.).
1990	Reentered Myanmar after stopping the expansion previously conducted during World War II. A local office was established in Yangon for sourcing medical equipment, typewriters, consumer goods and packaging products.
1992	Changed its name to Berli Jucker Plc after the Public Company Limited Act passed the parliament.
1995	Established its first affiliate in Vietnam, registering a capital of USD 34 million for Vina Glass Industry Co., Ltd in Binh Duong Province.
2001	Under the leadership of Mr. Charoen and Khunying Wanna Sirivadhanabakdi, Thai Charoen Corporation (TCC) became the majority shareholder of the Company, aggressively expanding both domestic and foreign markets throughout several sectors.
2007	Bought 50% stake of Thai Beverage Can Co., Ltd., a leading aluminum can and lid manufacturer in Thailand, in order to complete the Company's entire packaging production chain.
2008	Bought Jacy Foods SDN BHD, a potato chip manufacturer in Malaysia, further expanding the distribution in Asia.
2010	Partnered with Owens-Illinois Inc. to acquire Malaya Glass, a large glass packaging manufacturer in South East Asia. This acquisition resulted in the Company becoming the largest glass manufacturer in South East Asia. The Company also established Thai Corp International (Hong Kong) and Thai Corp International (Vietnam) for conducting international trade and distributing consumer products in domestic and international markets.



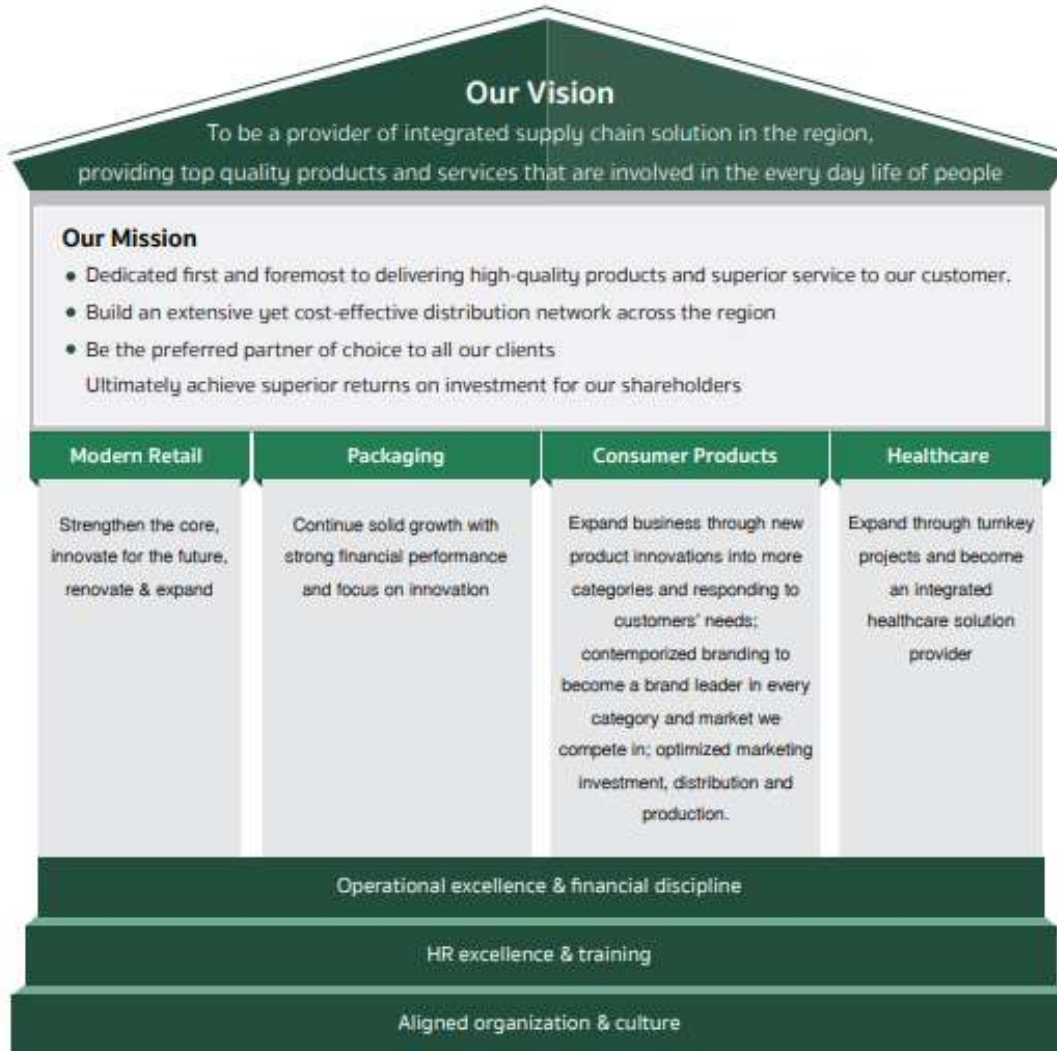
Year	Description
2011	Acquired Asia Books, a leading importer and distributor of English books in Thailand.
2013	Further expanding the business, the Company bought stakes in Thai An Vietnam Joint Stock Company and established BJC-M Point International Co., Ltd., to conduct import-export business and retailing and wholesaling business respectively.
2015	Developed its glass packaging capacity, whereby it reached 2,735 tons per day to match with the growing industry demands. Additionally, the Company successfully produced green colored bottled glass using amber colored cullet.
2016	Acquired majority of the stakes in Big C Supercenter, catapulting the Company into the position of one of the largest retailers in South East Asia.
2018	Acquired White Group PLC
2019	Big C introduced four additional hyper-markets whereby the first international Big C hyper market was launched in Poi Pet, Cambodia. Additionally, the Company established 300 additional Mini Big C across Thailand and introduced a new service platform "Big C Food Place".



Vision and Mission

Vision

To be a provider of integrated supply chain solution in the region, providing top quality products and services that are involved in the everyday life of people.



Mission

- To dedicate first and foremost to delivering high-quality products and superior service to our customers;
- To build an extensive yet cost-effective distribution network across the region;
- To be the preferred partner of choice to all our clients;
- To ultimately achieve superior returns on investment for our shareholders.

Value and Culture

BJC's value and company culture reverberates our identity and methodology in which we operate our business to sustainable success. It ensures that the strategic direction carried out by all functions are coherent. We work with a WINNING attitude and strive for operational excellence together with all our stakeholders.



- 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**
Respect and treat people fairly based on their uniqueness while feeling a sense of group membership to maximize results and performance achievement
- N NON BUREAUCRACY**
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 decisions in a timely, appropriate and responsive manner

CORPORATE VALUES

- 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
- 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
- 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

Products and Services

BJC has continuously worked towards establishing the connection between upstream, midstream and downstream supply chains, building strong relationships with our subsidiaries and business partners. As of 31st of December 2019, there were a total of 98 companies consisted within Berli Jucker Company.

Highlighted Subsidiaries:

- **Big C Supercenter PLC:** is one of the largest hypermarket operators/ retailers in Thailand, offering grocery and general merchandising products for the Thai society. Continuously improving and expanding our business operations, the Company ensures that our products maintain high quality in the competitive market. Additionally, Big C monitors global trends such as healthy lifestyles, and addresses this by offering nutritious alternatives.
- **Thai Glass Industries Plc (TGI):** was proudly the first glass packaging manufacturer in Thailand and Asia who utilized semi-automatic machines. With over six decades of operations in the glass packaging industry, the Company has continuously focused on improving the safety, environmental impacts, productivity and quality of the products we produce.

Notable brands using our products include Best Foods, Chang Beer, Giffarine, Golden Mountain, Heinz, Mount Fleur, Roza, and Sriraja Panich just to name a few. A list detailed list can be found at: https://www.bjc.co.th/business/company_detail/12
- **Thai Malaya Glass Co., Ltd. (TMG):** is another strong contributor within BJC's packaging supply chain, due to the Company's continuous expansion to increase growth and capacity. Hence, TMG has installed multiple furnaces across the facilities. Incorporating new technologies has enabled the Company to tackle our environmental performances such as energy consumption and packaging design.
- **Berli Jucker Cellox Co., Ltd. (CPC):** prominent in the consumer supply chain, the Company provides an array of recognizable products including toilet paper, facial tissues, napkins and multi-purpose paper in the market. Utilizing advanced machines from Europe, CPC manufactures high quality products in which meet customer's needs and expectations such as size, length, perforated marks, fragrance, and patterns.

Notable products produced by CPC includes Cellox Purify, Zilk, BJC Hygienist and Maxmo. A list detailed list can be found at: https://www.bjc.co.th/business/company_detail/3

- **Rubia Industries Ltd. (RIL):** founded in 1951, the Company is a widely accepted, reputable contract manufacturer. The Company oversees three factories: a bar soap factory, cosmetic factory, and confectionery factory. Collaborating with our customers, the Company produces and supports the development of new product formulae. It is ensured that our products are of high quality with a competitive price.

Notable products produced by RIL includes DMP (baby care product) and fragrant soaps under the brand Parrot. A list detailed list can be found at: https://www.bjc.co.th/business/company_detail/8

- **Berli Jucker Foods Ltd. (BJF):** is a leading manufacturer of three snack industries including the fried potato chips, rice crackers, and extruded snacks. The Company sources fresh agricultural produce and highest quality raw materials. Internationally certified management systems assures that the Company meets world-class hygiene standards.

Notable products produced by BJF includes Tasto, DOZO, Campus and Party. A detailed list can be found at https://www.bjc.co.th/business/company_detail/7.

- **Asia Books Co., Ltd:** is renowned for being the first and largest English bookstore chain and distributor in Thailand. The bookstore offers a variety of selection for books, magazines, lifestyle and gifts, and stationery.

Berli Jucker Logistics Co., Ltd. (BJL): controlling over twelve distribution centers, the Company is devoted to delivering the highest level of logistic performance to ensure customer satisfaction. The Company caters for all warehousing needs and product transportation such as consumer products, foods and non-foods, stationery, imaging products, industrial specialty chemicals, refrigerants, food ingredients as well as electronic, healthcare and pharmaceuticals products.

- **C Smart Solutions:** established to specifically analyze data, the Company uses specialized systems and software that integrate machine learning algorithms and detection to determine strategic business decisions. Data analysis supports the Company to better understand customer's expectations, evaluate effectiveness of marketing campaigns, improve product development and streamline operations. This ultimately improves business performance and ability to exceed expected service.

BJC's current success has been based on the Company's sound and solid foundation in operation. As a result of our continuous business growth, BJC envisions to flourish our businesses with prosperity together with environmental and social responsibility, hence, has focused on improving such performance ceaselessly.

About this Report

In alignment with BJC’s priority to grow sustainably together, a fundamental step undertaken has been the commitment to developing and publishing a sustainability report on an annual basis, serving as an additional channel for BJC to communicate to all our stakeholders. The report discloses our commitment, approaches and performance on economic, social, and environmental dimensions of BJC and our subsidiaries, hereafter also referred to as “the Company”, during the period of 1st January until 31st December 2019.

This report has been prepared in accordance with the GRI Standards: Core option. The performance of our three main business units was selected for reporting. This includes the Packaging Supply Chain, Consumer Supply Chain, and Modern Retail Supply Chain. For the first year of publishing a sustainability report, the Healthcare and Technical Supply Chain was not included into the scope of reporting due to the restricted availability of information, and we also focus on reporting the performance our subsidiaries registered in Thailand which we hold share more than or equal to 50%. From the information collected, the scope for environmental and social performance accounted for approximately 85% of the total revenue.

Information Enquiry

BJC has published this report in BJC’s website at http://investor.bjc.co.th/sustainability_policy.html. Should you have any suggestions or inquiries for additional information, please contact the sustainability working team at:

Berli Jucker Public Company Limited - Sustainability and Risk Management Division
Address: Berli Jucker House (Headquarter)

99 Soi Rubia, Sukhumbit 42 Road, Phrakonong, Klongtoey, Bangkok, Thailand
Tel: 02-367-1111

E-mail: sustainability@bjc.co.th

Scope of Report

About BJC

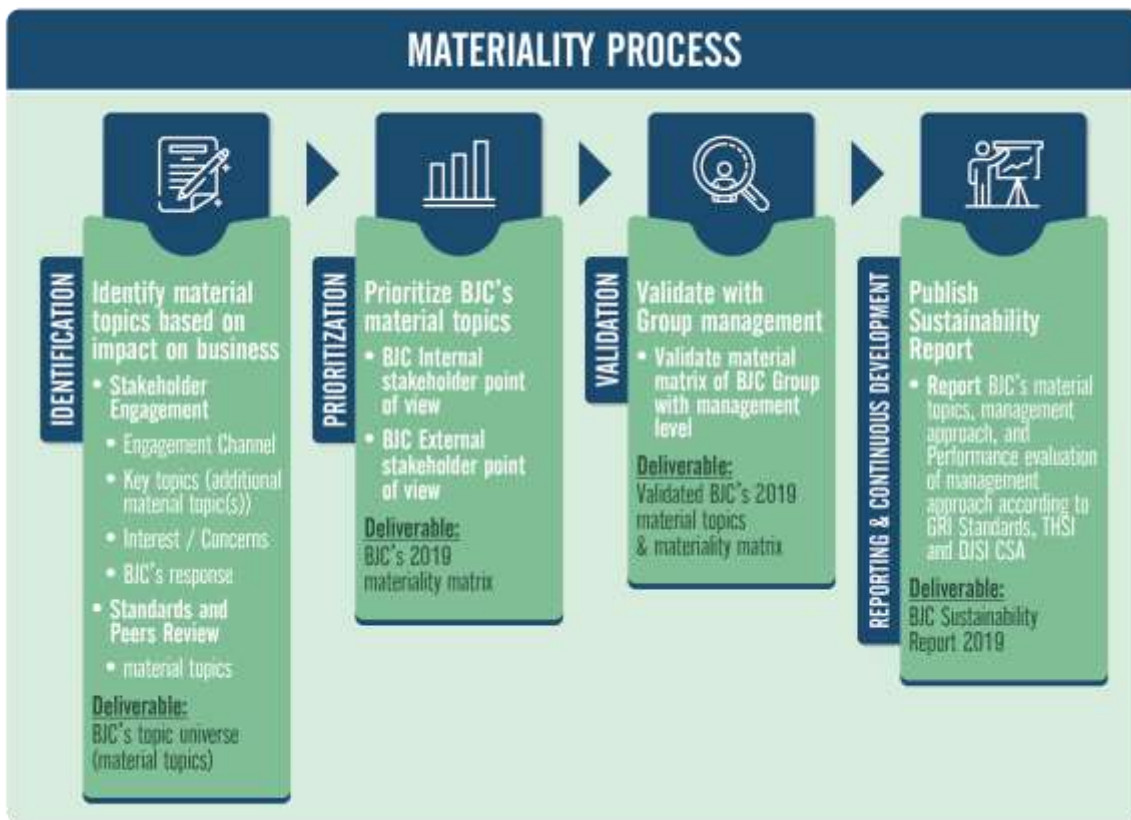
Name of Company	Environmental Performance				Social Performance	
	Energy	Water	Waste	Emissions	Occupational Health and Safety	Human Resource
Berli Jucker Public Company Limited	●	●	●	●	●	●
Packaging Supply Chain						
Thai Glass Industries Public Limited Company	●	●	●	●	●	●
Thai Malaya Glass Company Limited	●	●	●	●	●	●
BJC Glass (Thailand) Company Limited	●	●	●	●	●	●
Thai Beverage Can Company Limited	●	●	●	●	●	-
Consumer Supply Chain						
Berli Jucker Cellox Company Limited	●	●	●	●	●	●
Rubia Industries Limited	●	●	●	●	●	●
Berli Jucker Foods Limited	●	●	●	●	●	●
Modern Retail Supply Chain						
Big C Supercenter Public Company Limited	●	●	●	●	●	●
Berli Jucker Logistics Company Limited	●	●	●	●	●	●
BJC Move Company Limited	-	-	-	-	-	●
Asia Books Company Limited	-	-	-	-	-	●
C Smart Solutions Company Limited	-	-	-	-	-	●



Materiality Assessment

Encompassing our stance to grow our business sustainably, BJC identifies material topics, taking account both our operations and our stakeholders. Topics classified as material must meet two prerequisites: firstly, the topics must significantly impact the growth, costs and/or risks, as well as environmental and social aspects of the business; and secondly, the topics must be key interests and concerns of our stakeholders, and/ or have influence on our stakeholders' decision-making to the Company.

In order to define the reporting content and topic boundaries, the materiality assessment process was undertaken by the Company, based on the reporting principles of Stakeholder Inclusiveness, Sustainability Context, Materiality, and Completeness, as follows:



From the assessment process, all three dimensions of sustainability, which are economic, environmental, and social, were represented through the 17 sustainability materiality issues in the matrix below.

Materiality Matrix

MATERIALITY PRIORITIZATION



17 IDENTIFIED MATERIAL TOPICS OF BJC GROUP

To prioritize identified material topics, BJC had developed exercise in the materiality workshop for BJC Group's management team to analyze and define importance of each material topic from two point of view.

- Y Axis - External Stakeholder
- X Axis - Internal Stakeholder

- ECONOMIC**
 1. PRODUCT QUALITY & SAFETY
 2. HEALTH & NUTRITION
 3. ANTI-CORRUPTION
 4. SUPPLY CHAIN MANAGEMENT
 5. CORPORATE GOVERNANCE & TRANSPARENCY
 6. CUSTOMER & CONSUMER RELATIONSHIP MANAGEMENT
- ENVIRONMENTAL**
 7. WATER & WASTEWATER MANAGEMENT
 8. WASTE MANAGEMENT
 9. CLIMATE CHANGE
 10. ENERGY MANAGEMENT
 11. PACKAGING MANAGEMENT
- SOCIAL**
 12. HUMAN RIGHTS
 13. OCCUPATIONAL HEALTH & SAFETY
 14. HUMAN CAPITAL DEVELOPMENT
 15. TALENT ATTRACTION & RETENTION
 16. DIVERSITY & EQUAL OPPORTUNITIES
 17. COMMUNITY RELATIONS



Stakeholder Engagement

As part of the reporting preparation process, the Company conducted stakeholder engagement to allow us to understand internal and external factors who may be affected by the business or can influence respective business decisions. We identified and selected our key stakeholder groups by considering their influence and dependence on the Company. Moreover, we implemented various engagement channels to openly listen to each stakeholder’s opinions, concerns and expectations in order to reflect and implement actions within the business operations. The frequency of each engagement method is dependent on the operational plans. Input provided by our valuable stakeholders will be used to determine the business strategy, directions, targets and actions plans, mitigating risks and impacts within the business, and improving our performance to strive towards sustainable growth.

Stakeholder Groups	Engagement Channels	Stakeholder’s Key Interests and Concerns	Key Response Actions
Customers and Consumers	<ul style="list-style-type: none"> Joint Business Planning Meeting with key customers Customer Service hotline and sales person Customer Satisfaction Surveys through “Voice of Customer” Social media platforms Call centers Customer service desk at retail stores Big Card program Focus group meetings Events organized by the Company 	<ul style="list-style-type: none"> Business opportunities regarding improvement and innovations BJC’s performance regarding profitability and business growth Quality of product and services Environmental impacts Methodology used for raw material sourcing Price perception and promotions Customer behavior 	<ul style="list-style-type: none"> Develop preventive and corrective action plans to ensure the achievement of expected performances Develop business strategy and appropriate action plans Conduct customer behavior analysis Improve product and services Conduct activities to build customer loyalty
Shareholders/ Investors	<ul style="list-style-type: none"> Website Meetings and conferences 	<ul style="list-style-type: none"> Compliance to regulatory requirements 	<ul style="list-style-type: none"> Produce clear communication materials

	<ul style="list-style-type: none"> • Non-deal roadshows • Annual General Meetings • Extraordinary General Meetings • Telephone • Through the Stock Exchange of Thailand 	<ul style="list-style-type: none"> • Business and economic performance • Delivery of strategy • Consistent and transparent communications • Adherence to good corporate governance • Risk Management • Board diversity and industry experience 	<ul style="list-style-type: none"> • Develop investor relation plans • Ensure that responsible teams are accessible and responsive • Provide fair and accurate information with no selective disclosures • Act upon feedback provided by investors for future development
Employees	<ul style="list-style-type: none"> • Emails • Meetings (i.e. frontline and executive meetings) • Mobile applications • BJC news (intranet system) • Compliant box • Employee satisfaction surveys 	<ul style="list-style-type: none"> • Human capital development • Culture development • Occupational health and safety • Diversity and equal opportunities in the work place (e.g. compensation, welfare, saving cooperative) • Adherence to human rights • Engagement with communities 	<ul style="list-style-type: none"> • Provision of soft and hard skill development initiatives • Establishment of welfare committee • Permitted representation through labor unions • Establishment of investigation systems • Conduct corporate social responsibility activities with communities
Business Partners	<ul style="list-style-type: none"> • Meetings • Joint Business Planning (JBP) 	<ul style="list-style-type: none"> • Business forecast and performance • Safety and security 	<ul style="list-style-type: none"> • Develop business plans • Conduct monitoring and follow-up of performance
Suppliers/ Vendors/ Subcontractors	<ul style="list-style-type: none"> • Supplier conference • Joint Business Planning (JBP) • Supplier call center 	<ul style="list-style-type: none"> • Business growth and direction • Product development • Transparency of supplier selection • Anti-corruption 	<ul style="list-style-type: none"> • Develop business strategy • Develop internal protocols including Code of Conduct, supplier selection standard and supplier gap analysis



<p>Government/ Regulators</p>	<ul style="list-style-type: none"> • Through the Stock Exchange of Thailand, The Securities and Exchange of Thailand, Office of Trade Competition Commission and Department of Intellectual Property 	<ul style="list-style-type: none"> • Ensure compliance to regulatory requirements 	<ul style="list-style-type: none"> • Follow and update actions accordingly
<p>Community/ Environment</p>	<ul style="list-style-type: none"> • Visit/ meetings with local authorities • Community visits • Through communication with employees at factories • Website • Telephone 	<ul style="list-style-type: none"> • Compliance with regulatory requirements • Environmental impacts (e.g. air pollution, wastewater) • Local economic development • Local hires 	<ul style="list-style-type: none"> • Conduct community engagement activities • Support local communities through hiring and providing concession to sell products within the Company's facilities.
<p>Media</p>	<ul style="list-style-type: none"> • Organize press conferences and group interviews to provide business directions • Organize press trips to maintain media relationship • Organize events to present products and services • Solve crisis cases that affect image of the organization • Support media activities such as anniversaries and rallies • Write press releases and share key activities of the 	<ul style="list-style-type: none"> • Accuracy of public communication • Frequency of activities such as press conference, group interview and press trip • Brand engagement • Product quality and service of each business under BJC Big C • Expand media platform • Crisis 	<ul style="list-style-type: none"> • Conduct activities of corporate social responsibility • Maintain strong relationship with media • Support activity organized by the media such as anniversaries and rally activities • Present good quality and service via sending new product to press to effect on good customer perception and experience (media = customer) • Increase level of new media relationship via KOL, Micro-influencer to gain more customer reachability

	<p>organization to the media</p> <ul style="list-style-type: none"> • Plan strategies for dissemination • BJC Big C business unit are available for media interview 		<ul style="list-style-type: none"> • Handle crisis communication plan in 24 hours to protect company reputation • Design and release company news in Thai and English versions
Internal Committees	<ul style="list-style-type: none"> • Meetings 	<ul style="list-style-type: none"> • Business direction and performance • Compliance to regulatory requirements • Occupation health and safety at workplace 	<ul style="list-style-type: none"> • Provide input to management for developing business strategy and direction • Provide mitigating measures for non-compliances
Rental Property Owners/ Creditors	<ul style="list-style-type: none"> • Meetings • Emails • Call centers • Letter of proposal by landlord/ project developer 	<ul style="list-style-type: none"> • Business direction and performance • Land or project proposal • Compliance to regulatory requirements 	<ul style="list-style-type: none"> • Develop business strategy and appropriate action plans • Non-related party to the company



Chapter 1 - Corporate Governance & Transparency and Anti-Corruption

Introduction

Corporate governance is the cornerstone for operating businesses, encompassing necessary policies, processes and practices required for managing and making high quality decisions. Principles of good corporate governance is achieved through conducting business with morality and transparency, thus signalling to the market and investors that an organization is well managed, as it aligns business interests with valuable stakeholders' expectations. For BJC, we strive to maintain the confidence and build trust in our stakeholders, including shareholders, customers, employees, and suppliers, as this can have an impact on an increase in efficiency and productivity while also strengthening our competitiveness in the industry, hence, driving BJC towards corporate success and sustainable growth.

Alongside of this, BJC works towards mitigating the potential pernicious effects of corruption on our business. Corruption is a global threat imposing serious roadblocks on global economic development and aggravating the sustainability of our society. The correlation between corruption and sustainable development is defined to be negative, signifying the attention required from all sectors. BJC works hand-in-hand with our business partners and relevant stakeholders to advocate the proactive approaches we have undertaken to combat against corruption. The Company takes pride in continuously improving the efficiency of the business as well as living standards of the surrounding communities, and operating transparent institutions for the prosperity of society.

Management Approach

BJC adheres to the principles that represent the driving force to becoming a leading business with good corporate governance; fairness, accountability, responsibility, and transparency, in the industries we serve in. The Company has established, updated, and improved several corporate policies and guidelines including our Corporate Governance Policy, Code of Conduct, Anti-corruption Policy, and Supplier Code of Conduct. This illustrates our commitment and expectations for all sectors of our business operations. Details of our Corporate Governance Policy is available in the 2019 Annual Report at <http://investor-th.bjc.co.th/ar.html>

Ensuring compliance, BJC established an effective management structure to oversee each aspect of operating the business. Whereby members and representatives were carefully and transparently appointed to protect against any illegal activities within the Company.

Management Structure

The Board of Directors (BOD) is the custodian for establishing the Company’s long-term vision, mission, values, strategic direction, and guidance. The primary objective of the BOD is to constitute a sustainable business through consistent and profitable growth, in addition to ensuring that all driving mechanisms act responsibly to meet the expectations of our stakeholders and in compliance with relevant laws and Articles of Association, thus, governing in accordance with their fiduciary duties.

BJC Board of Directors’ Responsibilities (Fiduciary Duty)

Duty of CARE	Duty of LOYALTY	Duty of OBEDIENCE	Duty of DISCLOSURE
Perform duty with care and prudence	Perform duty with loyalty	Perform duty with the compliance with laws, objectives, regulations and resolutions of the shareholders’ meeting	Disclosure of information to shareholders correctly, completely, and transparent

Berli Jucker Public Company Limited: Management Structure*



**As of 31st December 2019*

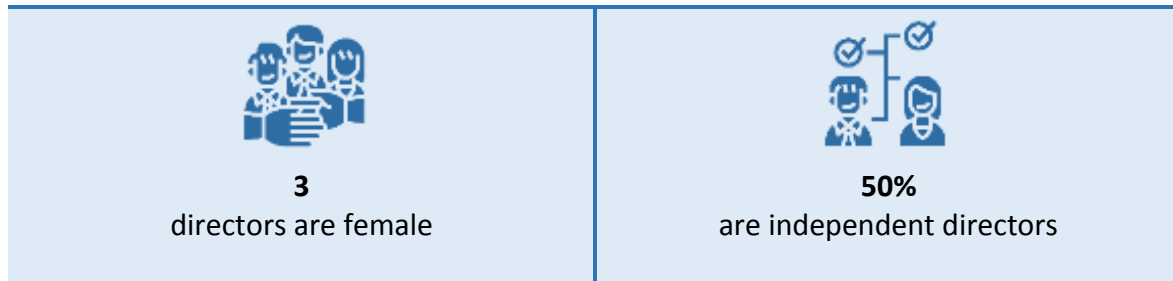
BJC established the management structure as illustrated above, comprising at the highest level- the Board of Directors. This is followed by the Executive Board and the Chief Executive Officer and President of relevant functions who focus on the operational performances. Recognizing that sustainability and business growth relies on multiple pillars, various Sub-Committees were defined to support the efficiency and effectiveness of both Boards. The Board of Directors has stipulated charters of each committee to identify clearly the scope, roles, and responsibilities, as well as other relevant details regarding their task. There are six committees in BJC consisting of:

1. The Nomination and Remuneration Committee who oversees the nomination of qualified candidates such as Chairman of the Board for approval from the Board of Directors
2. The Audit Committee who is fundamentally responsible for ensuring compliance and managing risks which may cause potential damages to the Company. The Committee evaluates the Company's performance such as finance, resource utilization, operations, information technology, and regulatory compliance.
3. The Investment Committee who considers worthwhile investments contributing to the growth of the Company, taking into account all associated risks. All investment projects are subjected to approval by the Board of Directors.
4. The Risk Management Committee who governs the enterprise-wide risks, raises risk awareness across the Company, and ensure that performance of all relevant facilities are in compliance with the corporate-wide risk management policy.

5. The Executive Board who oversees the Company’s overall performance, cost control and investment budget, as the Executive Board is made up of presidents from all business supply chains in BJC.
6. The Sustainable Development Committee (formerly The Corporate Social Responsibility Committee) who is responsible for developing policies and guidelines, allocating resources, monitoring performance, and reviewing relevant documents, related to sustainability, as appropriate, creating an essential linkage and integration of sustainability into good corporate governance.

Berli Jucker Public Company Limited: Board Structure

As of 31st December 2019, the Board of Directors consists 16 board members: two executive directors, eight independent directors, and six non-executive directors.



Under the oversight of the Board of Directors, the Management Board chaired by the Chief Executive Officer, Mr. Aswin Techajareonvikul, comprises six members of senior management including presidents from all of our business units and top executives. The Management Board has been appointed by the Board of Directors with the condition that the Chairman and President must be independent of each other. The Company prohibits an individual to serve both positions in order to ensure that no particular individual is a monopoly-overpowering the Company.

Accompanying this position, the Management Board is required to perform duties to ensure that coherent operation of the business is in line with the policies, targets and long-term strategies approved by the Board of Directors. The Management Board is accountable for the overall performance, cost control, and investment budgeting as approved in the Company’s annual plan. Key performance in 2019 and target identified for 2025 were as follows.

CG	Target	Target Year
Employees understand in CG	90%	2025

Directors and Executives Remuneration

Remuneration for Directors

Remuneration for directors must be approved by the Annual General Meeting of Shareholders. For 2019, the Annual General Meeting of Shareholders held on 26 April 2019 approved remuneration for the directors who are not entitled to salary or consulting fees from the Company at an amount not exceeding Baht 50 Million per annum which comprises monthly remuneration and bonus.

It is at the discretion of the Nomination and Remuneration Committee and the Chairman of the Board to stipulate the details and remuneration for each director according to their positions and responsibilities.

In 2019, the monetary remuneration for the Company's Directors, including directors' remuneration and annual bonuses, totaled Baht 20,715,120. Directors who receive monthly salaries or monthly consulting fees, including Mr. Aswin Techajareonvikul, the Chief Executive Officer, are not entitled to receive remuneration as directors.

Remuneration for Top Executives

Top executives are the key success of the Company. As leaders, they create firm's cultures, provide superior value to customers, motivate managers and subordinates to enhance their productivity and ultimately provide long-term economic and sustainability value to shareholders.

As such, the Company prudently considers compensation package for top executives from 3 perspectives: i.e. base salary, welfare & perquisite in return for day-to-day work; annual bonus as a short-term incentives variable upon balance scorecard/ KPI; and long-term incentives for long-term commitment and retention purpose.

For the base payments and short-term incentives, remuneration is determined according to area of responsibilities, criticality and performance in the past year. Their performance shall be reviewed on a bi-annual basis according to a balance scorecard of each executive. The balance scorecard for each of them have been prescribed in advance at the beginning of each fiscal year. It is a strategic management performance metric used to identify and improve various internal business functions and their resulting outcomes to the organization.

As for the Chief Executive Officer (CEO), his balance scorecard is the total achievement of the BJC group as a whole including all onshore and offshore affiliates. CEO's balance scorecard consists of various key aspects such as financial matrix e.g. EBITDA and sale growth, customer satisfaction, internal process and also learning and growth to promote stability and sustainability

of the group. Additional scores are contributed to special tasks to promote leadership role competency of the CEO.

Year	Total (Person)	Total Salary and Bonus (Million Baht)
2017	5	88.77
2018	6	84.33
2019	6	89.78

Regarding the long-term incentives, the top executives, including the CEO, are entitled to other fringe benefits such as employee stock option program i.e. the issuance and offering of stock warrants to executives and employees of BJC group under BJC ESOP 2012 Scheme and BJC ESOP 2018 Scheme. The employee stock option programs aim to motivate top executives to work for maximized benefits for the Company and shareholders and to retain those executives who exhibited outstanding performance to continue supporting the Company to achieve the Company's long term business goals.

In considering each executive's entitlement on ESOP, including the CEO, the Company has precise criteria set out from various perspectives; for instance terms of services, individual contributions in terms of performance, criticality to business and leadership potential to align with long-term corporate goal. The additional criteria are contributed to the growth value on the return on capital employed (ROCE). ROCE goal and budget shall be revised on an annual basis throughout the terms of warrants to encourage the long-term financial growth of the Company.

The executives granted warrants under the BJC ESOP 2012 Scheme and BJC ESOP 2018 Scheme are as follows:

BJC ESOP 2012 Scheme

Grant	Year	Total (Person)	Number of warrants (Unit)	Term of warrants	Offering price per unit	Exercise ratio	Exercise price (Baht/Unit)
1	2012	4	2,329,600	5 years	0 Baht	1 : 1	40.46
2	2013	4	1,209,180	5 years	0 Baht	1 : 1	68.43
3	2014	4	1,280,000	5 years	0 Baht	1 : 1	49.29
4	2015	4	1,279,700	5 years	0 Baht	1 : 1	36.23
5	2017	4	1,600,000	5 years	0 Baht	1 : 1	36.00

BJC ESOP 2018 Scheme

Grant	Year	Total (Person)	Number of warrants (Unit)	Term of warrants	Offering price per unit	Exercise ratio	Exercise price (Baht/Unit)
1	2019	6	1,250,000	5 years	0 Baht	1 : 1	50.50
2	2019	6	570,000	5 years	0 Baht	1 : 1	57.16

The Company encourages the top executives to hold stock ownership in the Company of not less than 25% of their annual salaries in the next 5 years.

In 2019, the average annual remuneration, including bonuses and fringe benefits, of employees in the core supply chains of the Company and its subsidiaries (i.e. packing supply chain, consumer supply chain, modern retail and its business partner group) range from Baht 300,000-329,888 per person whereby the CEO annual compensation is approximately 65-75% higher.

Anti-corruption

As part of BJC's good corporate governance practices, BJC places great importance to controlling and managing risks against illegal activities to prevent corruption within the organization. Clear authorities and duties are communicated to executives and employees to ensure that effective supervision is conducted and internal auditing mechanisms are implemented to perceive and monitor fraudulent actions.

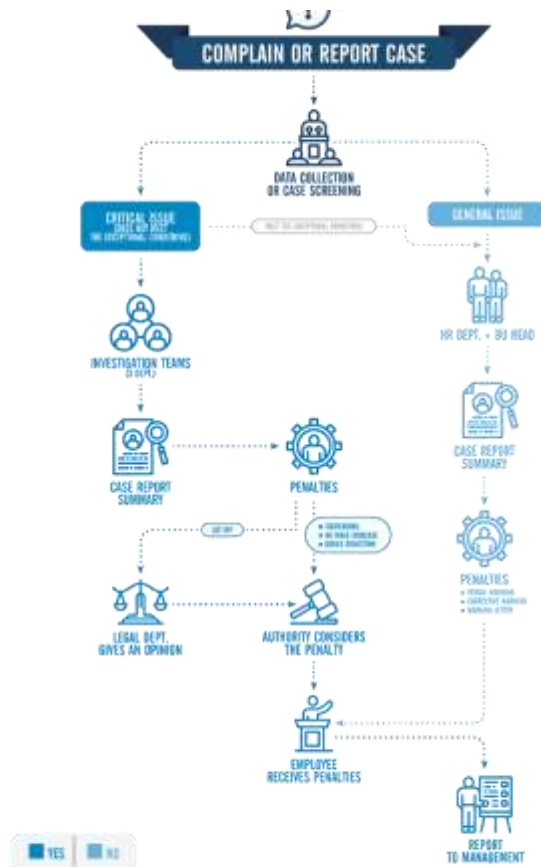
BJC developed our Anti-corruption Policy to demonstrate our stance on anti-corruption and commitment to strict compliance with Thai anti-corruption laws. Additionally, BJC updated the Business Code of Conduct in order to clearly define our expectations and guideline to prevent corruption. All senior management, directors, employees and members of the Company are required to strictly adhere to these policies, in which they shall not engage with any form of fraud or bribery, and follow protocols instructed regarding the actions of giving or accepting gifts and entertainment.

The Company provides all essential information and training, and assess the understanding of employees regarding compliance to business ethics, focusing on new employees such that they understand the significance outlined. Moreover, BJC continues to communicate with our business partners and other relevant stakeholders to encourage and build awareness regarding this pressing act. We intend to create a culture of integrity and absent of corruption, and foster the sustainable growth of this business.

Supporting our commitment, BJC has established measures to protect whistle-blowers by setting up official grievance channels as specified below. This is used to report any information or complaints regarding improper performance of duties or actions that conflict with the Company's ethics. Depending on the type of complaint, either the Human Resource Department or the Investigating Team will be assigned to handle information and complaints, and investigate any maladministration informed. Once the complaint has been addressed or completed, a report will be prepared as part of closure process.

Whistleblowing Process

Behaviors relating to any outright illegal activities, fraudulent activities, violation of the law, Code of Conducts, rules and regulations, or discrimination, harassment or other unethical practices reported will follow through BJC's Whistle blowing system as illustrated below



Appropriate disciplinary actions are implemented accordingly to prevent any reoccurrence. For cases that violate applicable laws, the Company will take necessary legal actions. In 2019, majority of BJC's business units had no case regarding corruption and bribery incident against the Company's regulations. However, one case was found and prosecuted at Berli Jucker Cellox in addition to the other cases at Big C as detailed below.

Confirmed incidents of corruption and actions taken at Big C

In 2018, Big C began to collect data through the Fraud Case Management System (FCS) a system used to maintain details of fraudulent and corruption incidents on a centralized database, such that information can be easily utilized for investigating incidents as well as assessing historical background of potential employee candidates. Due to the enclosed system, only designated personnel are able to access the FCS. Each branch’s Loss Prevention Manager are assigned to input details of corruption cases where Loss Prevention Department at Headquarters, specifically the Investigation Team, then reviews and summarizes the incidents for Management team.

The system records each case to an individual, then segregates the case as one of two types: “Prosecuted” and “No legal action required”. The number of reported cases is equal to the number of fraud persons. Referring to the confirmed incidents, it is evident that the number of cases reported significantly decreased from the previous year, illustrating the achievement of the Company’s proactive approach to combating corruption and fraud. Nevertheless, the Company has ensured that each reported case has been independently and transparently assessed to determine appropriate disciplinary actions such as dismissal.

Performance	Unit	2018	2019*
Total number of breach cases of corruption received	case	842	736
Total number of confirmed incidents of corruption (e.g. theft, embezzlement, fraudulent)	case	842	736
Employees who were dismissed due to corruption	person	842	736
Public legal cases regarding corruption (Public investigations, prosecution, or closed cases)	case	96	110

**Remark: investigation of all incidents of corruption in 2019 were completed.*

2019 Highlights

To emphasize that BJC places paramount importance to good corporate governance and is against corruption, key activities conducted by BJC in 2019 are highlighted as follows:

Member of the Thai Chamber of Commerce

In 2019, the Company became a member of the Thai Chamber of Commerce which has a clear policy to prevent all types of corruption activities. BJC is committed to supporting and participating in various activities that the Thai Chamber of Commerce organizes to drive the process against corruption incidents, demonstrating our concrete commitment both within the organization and at the national level.

Trainings for Directors

A good leader inspires other leaders to continuously improve, in which directly leads to positive impact on the Company's performance. BJC has ceaselessly supported the development of our board members. In 2019, 15 of our board members, equivalent of 93.75%, attended the training for directors, namely Director Certification Program (DCP), Director Accreditation Program (DAP) and Audit Committee Program (ACP) at the Thai Institute Of Directors (IOD). Each program has been specifically designed by corporate governance experts from the IOD, certified by the Australian Institute of Company Directors for over 17 years, hence, exhibiting the meticulous training provided to ensure that directors perform their duties and responsibilities as expected. This covers responsibilities in terms of good corporate governance, legal liabilities, financial oversight, compliance, strategic formulation, decision making and improving board effectiveness and risk management.

Additionally, the Company administers internal training in the form of orientation for new directors and conferences such that all directors are equipped with the knowledge and understanding to drive the Company forward.



Chapter 2- Supply Chain Management

Introduction

Supply chain management is an integral part of operating a business due to its immediate impact on a company's economic, environmental, and social development. Thus, investing in sustainability beyond the direct operations in order to create resilient and responsible supply chain has been one of our accelerating priorities. Issues around human rights, fair labor practices, environmental protection and anti-corruption could all be risks to companies if supply chain is not well managed, given that the nature of supply chain of very complex. BJC understands that any sustainable supply chain shortcomings are unacceptable, as sustainability becomes increasingly important to investors, customers, and other stakeholders. The Company, therefore, offers transparent business models and rigorously assesses our supply chain to demonstrate our commitment, and mitigate these reputational risks. Together with our suppliers, BJC strives to only practice environmentally and socially responsible business, positively impacting society and environment we work in.

Management Approach

BJC has put in place systematic measures in order to ensure that the important issues in our supply chain are prevented from any misconduct caused by our suppliers. We are confident that our good sense of corporate responsibility will be forwarded to the suppliers, trade partners, service providers, contractors, as well as business alliances. Thus, we prioritize supply chain management through the supervision of our business partners. We have set corporate-wide targets to ensure sustainable supply chain management throughout the organization.

Supply Chain Management Targets

Supply chain Strategy		Target	Target Year
Supplier code of conduct	Inform	100%	2022
	Acknowledge	70%	2025
	Training	70%	2025
Risk Assessment	Risk assessment in ESG	100%	2022
Sustainability	Acknowledge staffs about supply chain & sustainability	100%	2022
	Acknowledge suppliers about sustainability	70%	2025

Remark: Supply chain strategy focus awareness assess improvement

In addition, the Company established BJC’s Supplier Code of Conduct which is required to be reviewed every two year to assure suitable and applicable coverage of sustainability issues, effective to all of our business partners. The focus of BJC’s Supplier Code of Conduct is summarized as follows:

Summary of BJC’s Supplier Code of Conduct

To achieve sustainable business development objectives, while also maintaining social and environmental responsibility, BJC drives sustainable supply chain management through the supervision of our suppliers to reduce the business risks as well as establish a good relationship with the partners. The Company aims that all of BJC’s suppliers must understand and acknowledge this agreement. The Supplier Code of Conduct covers:

- 1) Business Ethics: our suppliers must have and conduct appropriate approaches based on the provided guideline which include topics on compliance with law and regulations, anti-corruption and bribery, fair competition, procurement, production and service standards, and confidentiality.
- 2) Environmental Management: our suppliers must conduct their business in an environmentally responsible manner, follow relevant environmental laws, regulations, and standards. They must also utilize natural resources responsibly, and conduct appropriate management for waste, as well as chemical and hazardous substances.
- 3) Social Responsibility: our suppliers must take into account human rights and equality in employment, whereby not differentiating individuals and prohibiting discrimination against employees based on their diversity. Moreover, our suppliers must provide a safe and healthy work environment in accordance with relevant regulations, and specify working

hours to not exceed those required by law. Equal compensation is to be provided appropriately.

The Company implemented a new process to select potential suppliers. New suppliers are evaluated using criteria which take into consideration Environmental, Social, and Governance (ESG) issues such as natural resource use, human rights, and corruption. Furthermore, new suppliers will be required to pass performance evaluation prior to being selected. This includes fundamental topics such as quality of service/product, price suitability, reliability, payment terms, financial stability, and capability in delivery.

Due to the nature of the business, BJC works together with a wide range of partners, organically increasing the supply chain risks and dependencies. In order to address this, the Procurement Department together with the Sustainability and Risk Management Department developed the Supplier Risk Assessment and Management Process. Training sessions were provided to the Company’s suppliers in order to familiarize suppliers with approaches to mitigating and controlling risks. Following this, the Company has classified our suppliers into critical and non-critical such that we can focus on monitoring and management of the risks as a whole. We have set the criteria for determining our critical suppliers as follows:

1. **Total spending per year:** for trade suppliers, the spending must be more than 70% while for non-trade suppliers, the spending must be more than 80%; and
2. **Critical for Business Strategies:** including suppliers with key components (i.e. high dependency) and non-substitutable suppliers, e.g. after sale service providers and trendy product suppliers.

Process of identify critical supplier



Number of Suppliers

	2016	2017	2018	2019
Total Supplier	9,070	8,851	8,796	9,491

*Remark: BJC (Non-trade) only began collecting the number of suppliers in 2019.

In 2019, there were 458 critical tier-1 suppliers, accounting for 47.6% of total procurement spent. However, we have not identified critical non-tier 1 suppliers.

In addition, BJC monitors and assesses our supplier's sustainability risks annually. These include supplier's quality of products and services, business ethics, labor practices (i.e. child labor, forced labor, compensation, working hours, migrant labor, and occupational health and safety) as well as environmental issues such as waste and wastewater management. Additionally, farm, animal farm and aquaculture will be audited regularly, the suppliers certified by government or private agencies such as GAP, GAP Global or other high standards are audited every 2 years. In the other hands, the suppliers without certification are audited annually. It is essential for BJC to understand the entire process of our suppliers for the functionality and smooth operation of our business. In 2019, 571 suppliers were assessed.

The assessment results show that some suppliers need to improve on their performance. We found common issues such as product quality & safety. Consequently, corrective action plans were developed, and improvement timeframe was established for each supplier.

In addition, BJC recognizes that the procurement of local products and services further improves local economic development, and promote employment in the local communities. Thus, the Company has prioritized this opportunity as a key approach to including local suppliers in our supply chain. The Company has defined the definition of 'local spending' as suppliers who are registered in the Kingdom of Thailand.

Local Spending in Thailand

Performance	Unit	2016	2017	2018	2019
Total spending of general procurement budget	Baht	133,298,713,674	129,617,590,190	135,798,142,394	134,542,067,780
Spending on purchasing of products and services from local suppliers and contractors for significant operations (i.e. in Thailand)	Baht	126,457,476,060	122,878,825,374	130,288,850,472	129,297,875,351
Percentage on spending from local supplier comparing to the total general procurement budget	%	94.87	94.80	95.94	96.10

2019 Highlights

Supporting the different approaches to ensuring sustainable supply chain management, the Company initiated multiple auditing and training programs as well as local product promotion initiatives. Key activities are highlighted as follows:

Big C's Supplier @ heart

A two-day course of Supplier Development Training was initiated by the Big C Commercial Team in order to support and nurture the relationships with our suppliers (focusing on the new suppliers who have been in the business with Big C for less than a year). This training course aims to educate and clarify Big C's buying process – starting from suppliers' assessment, trade negotiation, service standard, and quality expectation. After the training was conducted, the satisfaction score from participants revealed an average 4.38 out of 5.00. Through this extensive training, Big C was able to develop a stronger and more fruitful relationship with our suppliers across all product categories. This results in better service and a healthy flow of merchandise inventory, consistency in quality of products supplied along with competitive prices.



Big C Supplier SME @Heart

Small and Medium-sized Enterprises (SMEs) are becoming even more crucial to the economic foundation. The retail sector can play a significant part in helping them promote revenue generation, entrepreneurial opportunities, local economic development, and ultimately, quality of life. Big C aims to be a part of SME development, thus, conducted SMEs @Heart training in order to encourage and educate the SMEs to grow their business sustainably together with Big C. This training creates a collaborative environment and strengthens the SME network through our potential suppliers/vendors in the SME sector for all product categories.



On 23rd August 2019, a one-day workshop was conducted through an explanation of the buying process by experienced buyers and specific workshops based on SME's types of products sold/produced including Fresh food, Dry food, Home line, Hardline, and Soft line. 87 participants from 66 companies attended this workshop with the overall satisfaction score at 4.70 out of 5.00.

Big C's Support for Kaset Wisai Agriculture's Rice



Kaset Wisai Agriculture Cooperative Limited is a group of farmers who produce rice from Kaset Wisai District, Roi Et Province- one of the best quality rice cultivation areas in Thailand. This specialized group of farmers has been producing and selling top quality rice to Big C since 2008, under the name "Thung Kula 101 Jasmine Rice 100%, 5 kg".

In 2013, farmers across Thailand encountered a devastating problem of falling rice prices, which were lowered by middlemen together with an unbalance supply and demand. In order to counteract this issue, Big C established a project to help farmers with the challenging prices. Big C evaluated all of rice trading SME partners who sold to Big C and, identified that the Kaset Wisai Agricultural Cooperative Groups was the group with the most

outstanding potential. Hence, Big C collaborated and helped the group to develop their product under Big C brand “Big C Thung Kula 100% Jasmine rice 5kg”.



In 2019, “Big C Thung Kula” product received an award of the best quality jasmine rice for 2018-2019 harvesting year by the Department of Internal Trade, Ministry of Commerce. This award has been continuously offered to the Big C Thung Kula since 2013, along with many others.

The support in which Big C has provided has allowed for community development, stability among the farmers and provision of good quality rice for our customers. It is intended that in 2020, a similar project will be initiated and expanded to another suitable small-medium enterprise suppliers.



Chapter 3 Customer Relationship Management

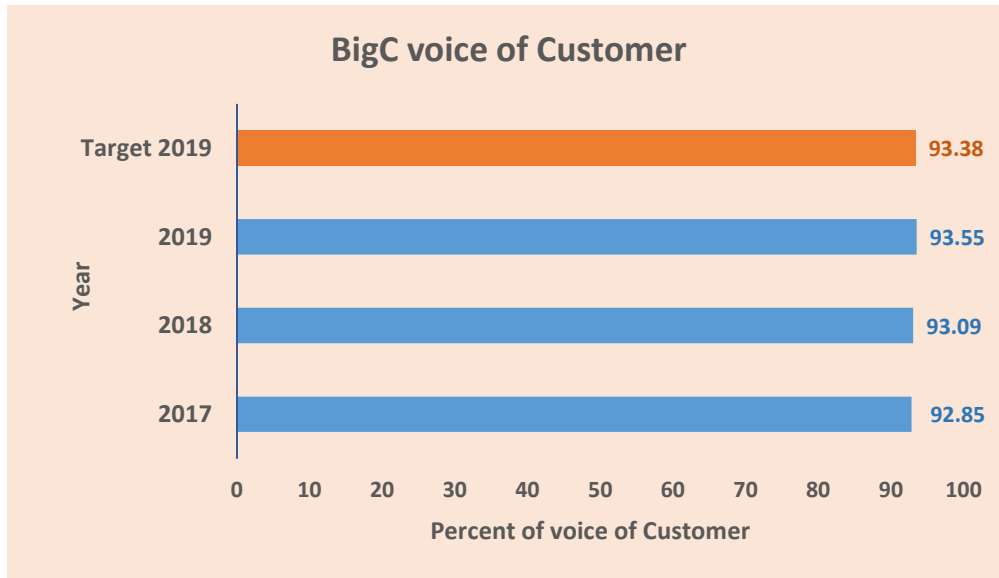
Introduction

An effective customer relationship management directly associates with the sustainable growth of a business and improvement of business performance. With many competitors offering similar products to BJC, the Company differentiates ourselves through our exceptional service. BJC fully understands that customers are embodied as an essential component of the business. Consequently, creating a long-term relationship with them helps to amplify the customer's loyalty, expand customer base and improve customer satisfaction, ultimately, translating into a perdurable BJC brand.

In addition, a key factor influencing the progression of customer relationship is information technology. Presently, the connection between the general public with internet and smartphones have significantly increased. This helps create a prime opportunity to optimize and adopt this penetrating digital advancement to increase BJC's ability to connect and understand customer's requirements. Equivalently, BJC is required to appropriately manage customer data provided to ensure data privacy.

Management Approach

The Company focuses on addressing pressing concerns consisting of customer satisfaction, customer complaint management and customer privacy. To assure desired accomplishment of customer relationship, key performance targets have been assigned to each responsible department.



1. Customer Satisfaction

Customer satisfaction surveys are the core method in gathering customer insights. The objective of this is to ensure that products and services we provide meet the expectations of our customers. BJC continues to strive in developing high-quality products and services throughout all of its facilities including retailing and manufacturing industries.

“BigC Voice of Customer (VOC)” Program

Big C utilizes the convenience of technological advancement to collect data regarding customer satisfaction, whereby QR code links were incorporated at the end of customer’s purchasing receipts or through a Short Messaging Service (SMS) link. This provided customers with instant access to the customer satisfaction survey, hence significantly increasing the number of response received online. Customers are able to express real-time, and continuous feedback on key interactions wherever they occurred. In the event where Big C receives data suggesting that customers are dissatisfied, an alert is sent to responsible departments. Departments then communicate with customers through a close-loop feedback services to reassure customers that their concerns are being heard and acted upon. Ultimately, analytics on customer’s insight are used to continuously improve our products and services.

Implementation of the Voice of Customer (VOC) proved to be successful as more than 1.9 million responses were submitted and analyzed in 2019. This was a 29% increase from the number of responses received in the previous year.

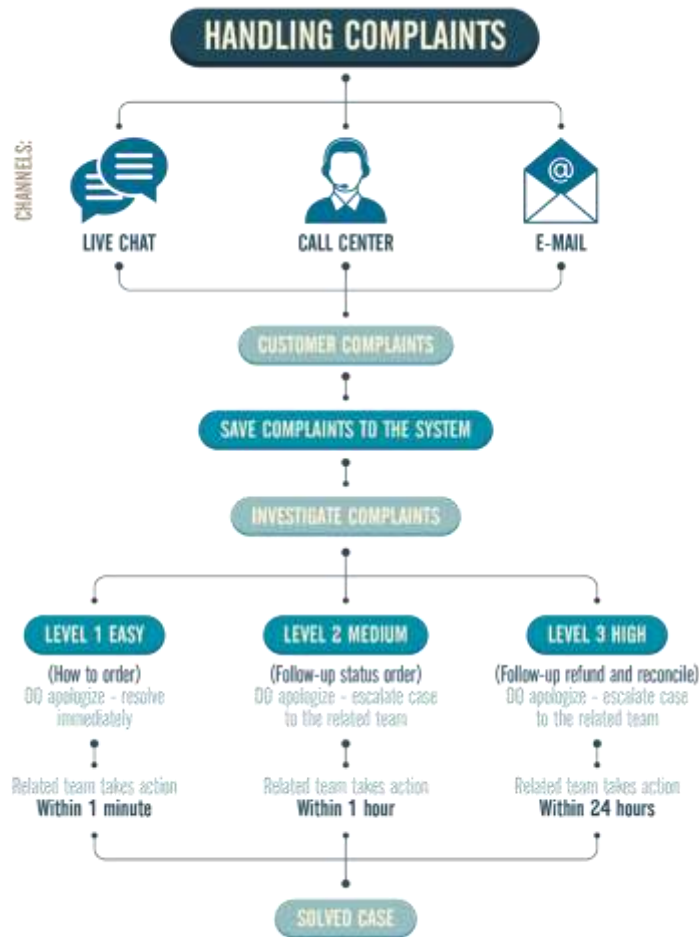
The VOC program was adopted in 2017, causing a shift in customer satisfaction results. Nevertheless, it is evident that satisfaction of Big C customers continuously increased across the years, and met our annual target in 2019. We will continue to develop quality of service provision to ensure customer satisfaction.

2. Customer Complaint Management

BJC has established a robust mechanism for complaint and grievance handling as feedback from valuable customers contribute directly to the Company's advancement. BJC provides customers with an array of channels including call center services (1756), Company website, social media platforms (Facebook), live chat or e-mails.

"Complaint Handling for Big C Online Shopping"

The following is a simple and easy-to-follow guideline for handing complaints made from online shopping:



Through monitoring and tracking received complaints, 167 cases were received in 2019. The majority of the concerns involved poor service of staff and cashiers such as informal or inappropriate use of language, making mistakes, and lack of service attitude at Big C facilities. Thus, in response, Big C organized a training courses covering the topic of soft skills and service mind under the “Customer@Heart” scheme.

“Customer@Heart” Scheme

One of the most critical factors in differentiating one retailer from another is their service performance. Big C, therefore, strives to provide beyond-expected service and ensure delightful customer experience to satisfy our valuable customers. The Company has developed a training and recognition scheme “Customer@Heart” to standardize our service and encourage employees to behave according to our core values.

The scheme consists of a series of courses and rewards namely: Customer@Heart 1 & 2, Customer@Heart 3-The Star, Customer@Heart 4/ SMART Store Challenge 2019, Cashier Idol and SMART Store Challenge on Tour, in which are spread across a timeframe of five years, respectively. Up until 2019, over 22,500 employees have been completed training translating to approximately 76% of the total target group. It should be noted that since the implementation of “Customer@Heart”, a significant increase of 158% for customer satisfaction was recorded in the Voice of Customer program.

3. Customer Privacy Protection

Presently, as BJC shifts with the digital advancement and business prosperity, the Company encounters significant increase in customer’s data. Countless users using our services, entering their personal data, such as the customer’s name, age/ date of birth, contact details, postal address including billing and delivery, log-in passwords, and browsing activities onto our website every day. Subsequently, the Company processes these data for managing accounts processing orders and refunds, as well as conducting market research for designing promotional campaigns. Normally, the customer’s information is maintained on our internal server for as long as defined in national regulations. More information regarding how Big C retains customer’s information can be found at <https://bigcard.bigc.co.th/terms-and-conditions>.

Hence, it has become our priority to maintain the security of customer’s data. BJC is committed to respecting customer’s privacy rights in addition to handling customer’s data properly and legally as reinforced by our Customer Privacy Policy.

BJC Customer Privacy Policy

Our Customer Privacy Policy clearly states the objectives, customer data collection methodology, permitted personal data usage, data protection method and customer’s rights. Rights are defined as access rights, erasure and rectification rights, objection rights and portability rights, according to the national Personal Data Protection Act (PDPA). In response to the newly released Act, BJC has revised how customer’s data are processed and used. For instance, new Big C customers have opt-in/ opt-out option, allowing the customers to select the type of information they wish to receive. This approach is now the default setting used for requesting consent from customers. As for existing customers, Big C is in the process of informing the new regulation and collecting consent.

Nevertheless, the Company ensures that customers are able to request access to data maintained by the Company, correct and delete their personal data, and have their data transferred to other service providers. Strict data protection measures, such as

internal controls and data encryption, have been implemented to assure customers that the data BJC handles are safe and secure.

As BJC continues to work stringently on handling data privacy, by implementing our updated Customer Privacy Policy, the Company has conducted the following mechanisms are in place to ensure effectiveness:

- The Marketing Division conducts audits to ensure our implementation is in compliance with the Policy.
- We incorporate privacy issue in our enterprise risk management
- We monitor and evaluate business practices, and review the number of breaches and complaints received.
- Non-compliance identified are addressed with corrective and preventive actions to ensure compliance with our privacy obligations.
- In an event that customers would like to file a privacy related issue, customers can openly contact the Marketing Division by contacting Customer Service at 1756. Depending of the severity of each case, the Marketing Division will escalate concerns to associated executives. For cases involving breaches, disciplinary actions, such as verbal and written warning, suspension, dismissal, or legal actions will be taken. Customer's privacy is an urgent topic of concern and as a Company practicing good corporate governance, building strong trusting relations, safeguarding customer's data is of our high importance.

"Employee Capacity Development on Personal Data Protection Act"

To ensure that BJC employees are aware of the Personal Data Protection Act (PDPA) recently published in the Government Gazette on 27 May 2020, BJC has initiated the following programs:

1. We communicated key information regarding the PDPA on all company-owned computer screens and meetings. Announcement messages were set up to gain additional exposure.
2. We organized an executive's capacity development training session which was facilitated by an external expert. The session was held on December 16, 2019, guiding executives through the regulatory requirements and implementation methods. Attendees represented departments that have access to consumer's data such as Digital Department, Customer Relationship Management, Big Card Member Department and Operations.

Positive feedback was received for both programs implemented to increase the knowledge and awareness of employees. Employees are familiar with the requirements and expectations of the PDPA in addition to the procedure which must be followed in an event of mishandling of consumer's data. Reportedly, the Company had no substantiated complaints received concerning breaches of customer privacy in 2019.

2019 Highlights

The Company implemented activities to promote customer relationship and ensure high satisfaction rates as follows:

Customer Campaigns at Big C in 2019

Big C strategized reward-based mass campaigns depending on each consumer group (i.e. existing, new or relaxing customers). Welcome packs, seasonal event campaigns and specifically designed discount packages are sent to consumers to draw consumer’s attention, in addition to offering privileged partner discounts for our valuable Big Card members.

Through the implementation of these campaigns, it was demonstrated that on average, there were 3.8 million active customers, a steep increase of 18% growth compared to 2018. Meanwhile, the average visiting frequency per customer in 2019 was 14.5 days per year equivalent to an 8.2% growth from 2018.

“Big C Application and Big C Big Wallet” Project



The development of “Big C TH” Application makes grocery shopping easier and more convenient as the selection of Big C products becomes available at consumer’s fingertips. The development of Big C Big Wallet captivates the concept of ‘cashless society’, allowing consumers to purchase products on the “Big C TH” Application. Together, the application create an economic and technological shift for shopping experience. The application was launched internally in December 2019 and has received 13,700 registrations for Big C Application and 2,024 registrations for Big C Wallet. The Company has plans to launch the application to the public in January, 2020 and expand services available on the application to attract more customers.

Big C as a Banking Agent

In 2019, Big C worked in partnership with leading banks in Thailand including Kasikorn Bank and Siam Commercial Bank to add new services for Big C customers, allowing customers to deposit money into either bank accounts using cashier lanes in Big C stores. Throughout the year, over 111,000 transactions were made.



“Parcel Delivery” Project



With e-commerce being increasingly popular, Big C recognizes an opportunity to reach out to wider customers. Consequently, Big C initiated a parcel delivery service in collaboration with a Kerry Express, a renowned logistics organization. Within quarter two of 2019, the initiative was available in 1,200 Big C stores nationwide. Additionally, Big C expanded services provided under this campaign to serve different groups of customers by initiating a pilot drop-off service in quarter four of 2019.

The Project attracted attention from customers as it increased efficiency in parcel delivery. Additional drop-off points are identified, resulting in an increase in delivery transactions. Comparing 2019’s performance to the previous year, the number of transactions grew by 324%, with each store’s transaction grew by 159%. Additionally, marketing

campaigns, including monetary discounts and luck draw programs, were also developed to build customer engagement.

Government “Chim Shop Chai (Taste-Shop-Spend)” Campaign



To cooperate with and support the government project developed to stimulate domestic spending, BJC joined the government’s “Chim Shop Chai (Taste-Shop-Spend)” Campaign. Customers were permitted to purchase eligible products at Big C Supercenter Public Co., Ltd., using the granted allowances via “Pao Tang” or G-wallet mobile application from the government.

Big C communicated this Campaign via online and offline media such as store media, newspaper, social media platforms, and held a press release to draw additional traffic to our stores. The Campaign generated approximately 419 million Baht with more than 450,000 transactions made. The contribute was achieved through nine hypermarket branches which are Pitsanulok, Suksawat, Mega Bangna, Khon Kaen 1, Bang Phli, Samrong, Srinagarindra, Samut Prakan, and Jumbo Samrong.



Chapter 4 - Product Quality and Safety & Health and Nutrition

Introduction

Top quality and safety of products are imperative elements to the provision of BJC's services. Customers have increasingly given importance to the selection of high quality products as choices within the modern market become more abundant. Ensuring product quality and safety are in compliance with applicable laws and standards helps us gain more trust in our products and services from the customers, retaining our loyal customers while attracting new customers. In an event where lack of quality or safety in a product is displayed, BJC would risk negative impacts upon the Company's reputation and customers' health and safety, thus deteriorating consumer's confidence in the Company. Therefore, we put product quality and safety as our first priority.

In addition, nutrition is a critical segment in health and human development. Access to better nutrition results in a stronger immune system, lowered risk of non-communicable diseases (such as obesity, diabetes, cardiovascular diseases or cancer) and longevity. With the customers being increasingly interested in living and maintaining a healthy lifestyle, customers naturally become more rigorous and selective on product's nutrition value. The intertwined nature of food production, provision and consumption highlights the crucial role BJC takes in to ensure nutritious foods and healthy products have been selected for our customers. As a major food and non-food producer and retailer in the country, providing customers with reliable information on nutrition value and health benefits of the products assists them to independently select products most suitable to their personal lifestyles. Thus, this flexibility in choice creates an opportunity to attract and build new customer base e.g. health conscious, or other groups with specific dietary requirements, such as allergies or intolerances.

Management Approach

As the product quality and safety is BJC's primary concern, we established guidelines and practices to ensure the production of high quality products across our whole organization. Guidelines and practices outline the spinal requirements allowing some flexibility such that it can be easily adapted depending on the nature of each product line business operations. Additionally, the Company offers convenient grievance mechanisms regarding product quality and safety issues. Valid concerns and issues raised through provided channels are always taken into consideration when developing BJC's products and services. The Company values our customer's health, hence, will continue to provide quality products with healthy nutritional value.

1. Product Quality and Safety Procedure

We stress on selecting and producing quality products that are safe and reliable. We also strictly control the production standards of our partners throughout the value chain including storage and transportation processes.

In collaboration with primary producers, suppliers, and stakeholders, different subsidiaries of BJC have set their own quality control process and monitoring plan in order to ensure the quality and safety. Main priorities can be summarized as follows:

2. Quality Control Inspection Process

Products sold at our stores are subject to verification and strict controls throughout the value chain, starting from raw materials to the consumer end.

Firstly, raw materials utilized within the production process are carefully selected in order to assure that product specification is met. For example, at Thai Glass Industries PLC (TGI) and Thai Malaya Glass Co., Ltd. (TMG), samples are taken from the raw materials supplied by suppliers in order to analyze the components to ensure adherence to the requirements of the Glass and Raw Material Technology Department.

Raw materials which have passed the evaluation results will then undergo additional follow-up process to test for negative effects for assurance. Once completed, raw materials will be utilized in the production process which is practiced in accordance with internal and international quality control standards such as Good Manufacturing Practice (GMP), Hazard Analysis and Critical Control Points (HACCP), and International Organization of Standardization Quality Management System (ISO 9001). Vendors and suppliers who supply to BJC are also required to operate in aligned with the aforementioned standards.

Subsequently, finished goods will enter the process of quality assurance and quality control. Depending on the nature of each product, a different series of testing are required. For clothing and accessory products produced by Big C Soft Line, products will be compared to specifications such as color, material and sizing. For BJC's house-brand food products, inspection will be conducted to assure that products meet the agreed requirements or as required by law. This may include physical, chemical and microbial criteria as well as other criteria such as packaging, flavor, weight and packaging quality.

Finally, prior to shipment, product will be inspected again to ensure product conformity, correct labelling and appropriate packaging. Shipment labels enables BJC to track, monitor and control the standard of transportation. Particularly for fresh food products, additional controls are required to ensure that transported foods remain fresh, clean and safe when reaching our valuable customers. BJC implements vigorous inspection and quality controls as the Company prioritizes the customer confidence. Each product released from our facilities must be safe and of good quality.

The Agricultural Hazardous Substances Control Measure for Big C Fresh Food Products

Since consumers are more aware of the impacts of chemical contamination in products nowadays, they need more confidence in food safety. Therefore, Big C has set the Agricultural Hazardous Substances Control Measure to control the use of chemical substances, especially, in fruits and vegetables, starting from raw material sourcing to delivery to stores. Moving forwards,

in 2020, Big C plans to develop chemical inspection criteria at the packaging house to cover residues from pesticides and fungicides.

Additionally, in the case that products contain or are suspected to be contaminated with GMOs materials, those products must go through raw material inspection.

Product Monitoring Plan

All products (food and non-food) are continuously checked for its quality, whether it is monitoring contamination and heavy metals levels for glass products, or according to the regulatory requirements. Monitoring is conducted by both in-house departments and competent external agencies who are certified with the International Organization of Standardization Testing and Calibration Laboratories (ISO 17025) or as appropriate. Frequency of product monitoring plans are dependent on each product. For instance, at TGI and TMG, external quality audits are conducted on an annual basis, while in-house monitoring collects random samples of the products on a daily basis to analyze and ensure quality. For other non-food products, such as of Big C Merchandise, monitoring frequency is in accordance with the requirements stated in the GMP. Respective product monitoring plans and protocols have been clearly established at each BJC factory, outlining the complete process and monitoring frequency required to ensure that all products produced and sold by BJC reflect our determination to provide the best quality.

Product Recall Procedure

In an event that a product does not meet the expected quality or illustrates signs of defects or deficiencies, each production factory has defined a procedure to appropriately handle the incident. This is to ensure that actions are taken in a timely manner to maintain customer's satisfaction. Commonly, a need for product recall is raised through a customer complaint or product evaluation results conducted by the government official or private companies. From this, designated departments and responsible personnel, depending on the product line, will investigate raised concerns by referring back to monitoring results and samples previously collected during the production process. Once the deficiency or concern has been confirmed, recall teams will proceed with the next steps. For example, at Rubia Industries Ltd. (RIL), products must be recalled or withdrawn within a period of 24 hours after receiving approval from the authorities. Products which have been recalled are then subject to further investigation to identify the root cause. This is prevent any reoccurrence of such deficiency in the future.

To assure that the defined product recall procedure is effectively carried out and customer satisfaction is achieved, a mock recall product is conducted on an annual basis, allowing relevant personnel to practice the forward and backward process and ensure preparedness.

3. Grievance Mechanisms

If customers or other stakeholders have found any issues regarding BJC's product quality and safety, we have provided the following channels:

We monitor our product quality and safety performance by setting company-specific targets of packaging and consumer business regarding complaint management as follows:

BJC's Grievance Mechanisms

BJC'S GRIEVANCE MECHANISMS

☎ 02-367-1111
📠 1756

▲ BJC Specialties
☎ 02-367-1212
📧 bjcscenter@bjc.co.th

▲ BJC Glass
☎ 02-789-3500 ext 578
📧 taweechT@bjc.co.th

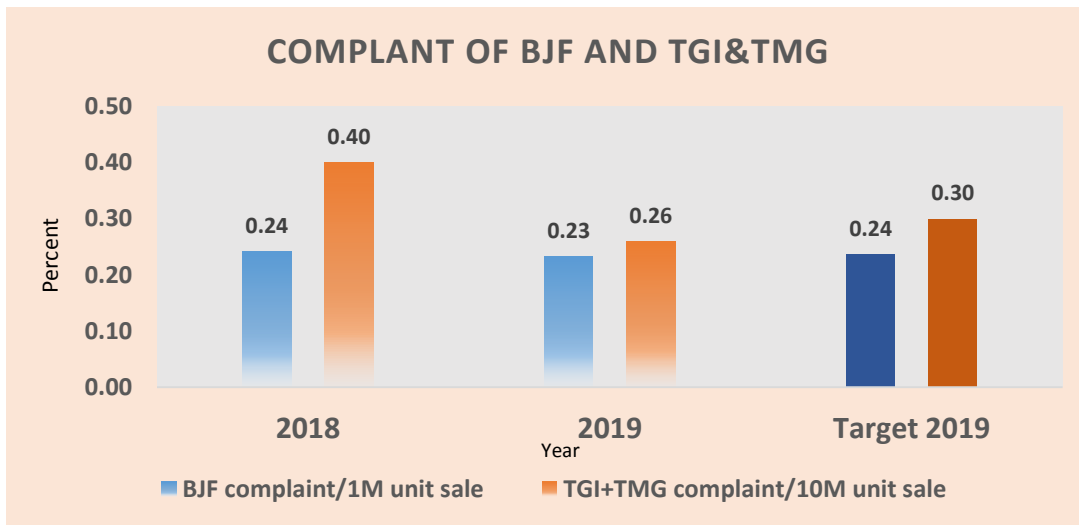
SPECIFIC PRODUCT (BRAND) HOTLINES:

SNACK	📞 02-313-2003
BEVERAGE	📞 02-881-3522
DAIRY	📞 036-214-3355
TISSUE PAPER	📞 02-312-6861
PERSONAL CARE	📞 02-313-2003

If customers or other stakeholders have found any issues regarding BJC's product quality and safety, we have provided the channels



2019 Targets and Recent Performance on Complaint Management



In 2019, BJC had four reported cases of incidents of non-compliance with regulations concerning the health & safety impacts of products and services in which these incidents resulted in a warning.

4. Health and Nutrition

In 2019, BJC has developed Health and Nutrition Policy in order to be a guideline and management measures for the whole value chain. The focus of the Policy is highlighted below:

BJC's Health and Nutrition Policy

- The production and distribution of quality and standard products comply with laws, regulations and standards of Thailand and trading partner with higher standard
- We support the research and development of new product reformulation that has greater health benefits and meet customers' needs
- Product label provides accurate information of ingredient, usage, and storage that comply with the standard required by laws and regulations of Thailand
- We provide information on wellbeing and healthy diet for building better awareness to customers

There are communication channels to receive beneficial suggestions related to health and nutrition to improve quality of products

BJC also works with partners and relevant stakeholders to develop and ensure all healthy food menus meet the need of the customers who are health-conscious. Moreover, the healthier choice products that are sold in Big C stores have also passed checks that are safe and good for health.

Product Labeling

For both fresh and dry food house brand products, BJC complies with the announcement of the Ministry of Public Health in terms of product labeling. BJC emphasizes clear and sufficient product labeling in order to support customers in their decision-making when selecting products as follows:

<p>คุณค่าทางโภชนาการต่อ 1 ช้อน ควรแบ่งกิน 2 ครั้ง</p> <table border="1"> <tr> <td>พลังงาน</td> <td>น้ำตาล</td> <td>ไขมัน</td> <td>โซเดียม</td> </tr> <tr> <td>140 กิโลแคลอรี</td> <td>14 กรัม</td> <td>8 กรัม</td> <td>520 มิลลิกรัม</td> </tr> <tr> <td>*7%</td> <td>*22%</td> <td>*12%</td> <td>*26%</td> </tr> </table> <p>*คิดเป็นร้อยละของปริมาณสูงสุดที่บริโภคได้ต่อวัน</p>	พลังงาน	น้ำตาล	ไขมัน	โซเดียม	140 กิโลแคลอรี	14 กรัม	8 กรัม	520 มิลลิกรัม	*7%	*22%	*12%	*26%	<p>The house brand food products under Big C and Happy Price brands always display a nutrition fact label, including energy (Kcal), sugar (gram), fat (gram), and sodium (gram) which aligns with the Guideline Daily Amount (GDA).</p>
พลังงาน	น้ำตาล	ไขมัน	โซเดียม										
140 กิโลแคลอรี	14 กรัม	8 กรัม	520 มิลลิกรัม										
*7%	*22%	*12%	*26%										
<p>น้ำส้มรสหวาน 60 กรัม NET WEIGHT 60g</p> <p>ส่วนผสมสำคัญ น้ำตาล 22%, น้ำส้มเข้มข้น 19%, น้ำ 9%, กรดซิตริก 9%, น้ำส้มสายชู 2%, วิตามินซี (NS 386, NS 415, NS 144), วิตามินบี (NS 211), โพแทสเซียม (NS 162, NS 116)</p> <p>ข้อมูลสำคัญสำหรับผู้บริโภค เมื่อรับประทานตามคำแนะนำ คือ รับประทานตามฉลาก และเก็บไว้ในที่เย็น</p> <p>สำหรับ...ทุก ผลิตภัณฑ์ 60 กรัม มีน้ำตาล 56 กรัม 14 กรัมต่อ 100 กรัม จุดประสงค์ 72130</p> <p>72-2-00243-6-0051 Call Center 1756 PRODUCT OF THAILAND</p> <p>8853165018975</p> <p>น้ำส้มรสหวาน 60 กรัม NET WEIGHT 60g</p> <p>วันผลิต/วันหมดอายุ / ควรบริโภคก่อน ระบุบนบรรจุภัณฑ์ Mfg date / Best before date printed on package</p>	<p>Products under Big C and Happy Price brands display nutrition information table including nutrition facts, ingredients, usage, and storage as required by law.</p>												

In 2019, 94 non-food products under Big C and Happy Price Brand were permitted to use the private label products from 22 April 2019.

2019 Highlights

BJC has developed various projects on product improvement and development, taking into account product quality and safety, as well as product health and nutrition. To achieve this, we implemented a number of projects in 2019 as highlighted below:

“Benchmarking Program” at Berli Jucker Foods

Through collaboration between the Research and Development Department, Marketing Department, and Product Development Department at BJF, a benchmarking program and working procedure was established. The benchmarking program assesses the benchmark product against a market sample and a competitor’s product using the model of “apple to apple”. Following this concept, the Company is able to directly compare the chemical and physical quality of each product, generating robust dataset to further to enhance BJF’s products.

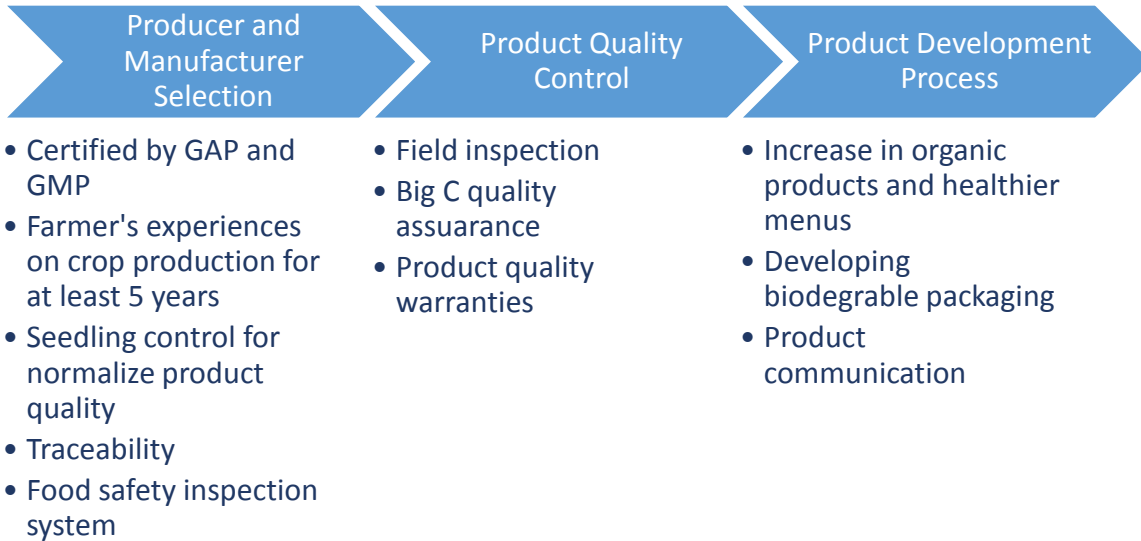
Since our business strives on exceptional quality, it is of paramount importance to provide necessary investments to ceaselessly develop and improve our products, increasing our competitiveness within the market.

Fresh Food Product Safety Standard Certifications at Big C

- **190** Big C stores carrying fresh foods have been certified by the international standard-GMP.
- **200** Big C stores have received Q-Modern Trade logo from National Bureau of Agricultural Commodity and Food Standards of Thailand, guaranteeing that fresh food products sold are clean, safe and traceable.
- **190** Big C stores with fresh food have been guaranteed by Livestock OK from the Provincial Livestock Office.
- **43** Big C stores retailing fresh food in Bangkok and Nonthaburi Province have been certified by the Department of Medical Sciences, Ministry of Public Health of Thailand.

Big C Quality Line (BQL) Safety and Quality Control Process

Big C Quality Line (BQL) emphasizes selecting the best quality products to ensure that all products under the BQL are safe and good for consumer’s health. BQL has established a systematic plan for controlling fresh food products sold in the stores, starting from farming until reaching the consumers, as shown below. BQL will also expand the product line to cover organic food under the BQL Organic brand by 2020.



Farmers and manufacturers who participate in the BQL brand must pass the Company's set criteria to ensure quality. Hence, the Company has established additional measure to conduct supplier audits in order to control and guarantee this. The supplier audit program is divided into two sections: Farm Audit and Packing House Audit. Throughout the Farm Audit, over 110 farms of Fruits & Vegetable, Seafood, and Butchery units were assessed. As for the Packing House Audit, all 50 suppliers from Produce, Butchery, Seafood, Bakery, Delicatessen, and Perishable units were evaluated. It was evident that some of our suppliers encountered issues such as inconsistent controlling process, or incomplete documentation and records, leading to performance which did not meet our standard criteria. Having identified these areas of improvement, Big C established specific action plans for each of our suppliers to ensure that findings are addressed and follow up measures are monitored. Thus, Big C developed an action plan to improve the product quality and develop the production process in 2020 throughout the value chain which covers our suppliers. Examples include improving farm assessment and audit process, defining a farm selection procedure, and establishing a Product Monitoring Program.

Together with product monitoring program used for monitoring pesticides and chemical residues from local fruits, imported fruits and vegetables performed by Central Lab Thai Co., Ltd., the Company is able to assure to consumers that the products under the BQL line are hygienic, nutritious, and safe. Furthermore, it should be noted that products under the BQL line are traceable, as, customers can trace back the source (i.e. production farm) of each product through the QR code attached.



BQL Watermelon from Sakon Nakhon Province



BQL Passion fruit from Chiang Mai Province



BQL Pineapple (Phulae) from Chiang Rai Province



BQL Organic Salad from Chiang Mai, Chiang Rai, and Phetchabun Provinces



BQL Organic Vegetables from Central region / Phetchabun Province



BQL Ready-to-eat Organic Salad from Chiang Mai, Chiang Rai, and Phetchabun Provinces

Products under BQL

Healthier Choice New Year Hamper

Supporting the Food and Drug Administration, Ministry of Public Health of Thailand's campaign, Big C encourages customers to purchase the New Year's gift baskets displaying a healthier choice symbol that contain nutritional alternatives for recipients' health. During the 2019 new year festive season, 20,663 healthier choice labeled baskets were sold.



New healthy products under Big C released in 2019

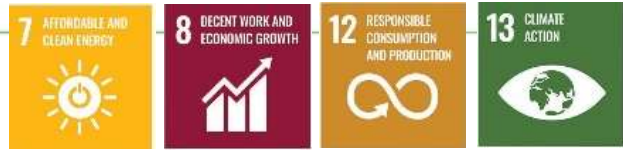
One of the key ways to adopt a healthy lifestyle is to carefully select the food we consume. In order to replicate the market demand, Big C has been carefully developing and seasoning a new product line consisting of healthy options. These include healthy menus with high protein content, fibers and vitamins essential to leading a healthy life style. Presently, five menus have been developed under this product line including: Chicken salad with a hard-boiled egg, stir fried ginger chicken, chicken curry, black-pepper chicken or tom-yum chicken served with rice berry and a hard-boiled egg. In 2019, the healthy menus generated a total sales revenue of more than 2.6 million Baht.

Additionally, the Company also developed healthy condiments. Big C released two new healthy recipes of salad dressing (i.e. low fat and no cholesterol) in 2019. These two products generated a revenue of approximately 134,700 Baht in 2019. In 2020, the Company intends to develop additional menus and healthy options for our customers, as we recognize this growing trend.



ECONOMIC

Corporate Governance
Supply Chain Management
Customer Relationship Management
Product Quality and Safety & Health and Nutrition
Climate Change and Energy Management
Packaging
Waste Management
Water and Wastewater Management
Human Rights
Talent Attraction and Retention & Diversity and Equal Opportunities
Human Capital Development
Occupational Health and Safety
Community Relations



Chapter 5 - Climate Change and Energy Management

Introduction

Naturally, the average temperature of our planet fluctuates up and down. However, with contribution from human-caused greenhouse gas emissions, global temperature is consistently increasing. It was reported that in 2019, the global average temperature increased by 1.1 degrees Celsius compared to the estimated pre-industrial averages, second only to the record set in 2016¹. The rising temperature causes irreversible phenomena such as rising sea levels, changes in ecosystems and extreme weather patterns. Recognizing these issues, BJC understands that immediate actions are required. In response to reducing potential devastating consequences imposed on the environment, our business operations, and our supply chain, BJC strives to minimize the carbon footprint within our organization, and ultimately, throughout the supply chain, as significant volume of emissions are related to activities such as sourcing, production, transportation, and merchandizing.

Furthermore, as energy consumption is the primary source of greenhouse gas emissions, establishing systematic and appropriate energy management approach is vital, in order to support the Company's efforts to develop and implement long-term strategies to achieve climate goals. Energy management aims to lessen and control energy consumption such that productivity remains high while environmental impacts and costs are mitigated. BJC embraces its social responsibility to efficiently utilize energy and conserve it for existing and future generations.

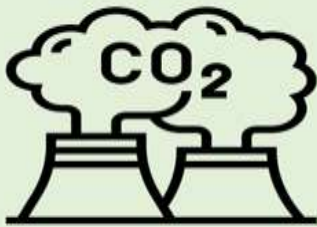
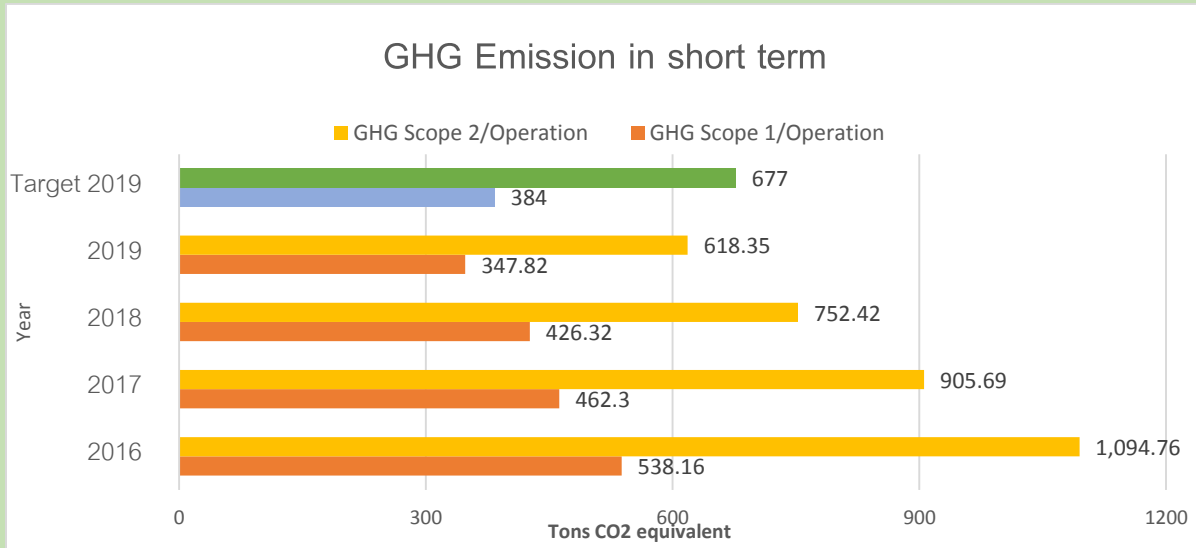
Management Approach

It has been argued that running supermarkets is energy-intensive and supermarkets themselves also sell products which have travelled extensive distances, supermarkets are considered a key contributor to climate change. BJC, however, views this as an opportunity for retailers to make a positive difference. With BJC supporting the goal of the United Nations Framework Convention on Climate Change to limit global warming to below 2 degrees and 1.5 degrees Celsius, compared to the pre-industrial era, we have company-wide climate change and energy consumption targets as follows:

¹ World Meteorological Organization, 2020. "WMO Statement on the State of Global Climate in 2019". Retrieved from:

https://library.wmo.int/doc_num.php?explnum_id=10211

Climate change targets: GHG Emission



GHG Scope 1 Performance

In **2019**, The reduction of GHG is **4.52%**
Reducing greenhouse gas emissions per unit of income by **10%** By 2025, compared to the base year (2016)

GHG Scope 2 Performance

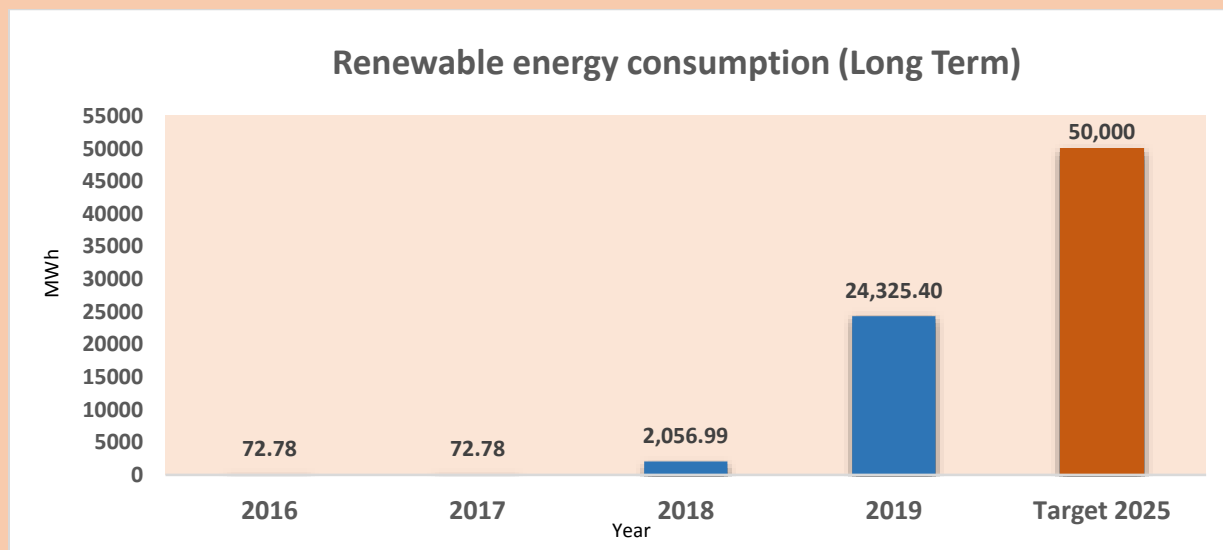
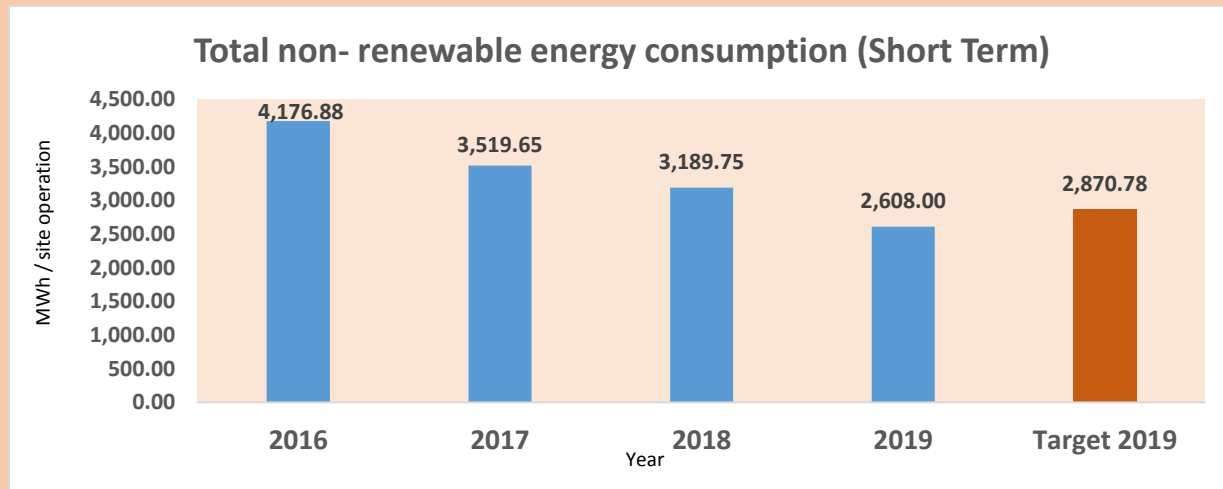
In **2019**, The reduction of GHG is **16.56%**
Reducing greenhouse gas emissions per unit of income by **20%** By 2025, compared to the base year (2016)

Scope I: The Calculation of direct carbon footprint from various activities from the organization directly, such as the combustion of machinery, use of corporate vehicles, use of chemicals in wastewater treatment, Leakage from processes or activities, etc.

Scope II: The calculation of indirect carbon footprint from energy consumption that the purchase of energy for use in the organization such as electric power, heat energy, steam energy etc.

Scope III: The Calculation of other indirect carbon footprint such as traveling by employees on non-corporate vehicles, traveling to an offsite seminar

Energy consumption targets: non-renewable energy consumption



Remark: Operations = Total branches of BigC (Exclude franchise) + Total factories in country

Big C plans to install solar roofs to produce more than 100,000 MWh of electricity per year, completed in 2025.

Climbing up the corporate agenda, climate-related approaches selected can profoundly influence environmental performance and expenses of the business. Hence, BJC has established the following company-wide strategies to ensure that the Company's goals for reducing emissions of greenhouse gases and energy consumption are achieved. It should be noted that since BJC oversees multiple facilities and services, each facility has the option to adopt and customize individual approaches appropriate to their business. This may include the increase in utilization of renewable energy and low global warming potential refrigerants within the production process or retail stores, or organizing sessions and proactive activities to build employee and supply chain's awareness on energy reduction and climate change. Nevertheless,

each approach has been reviewed by the corporate to confirm alignment with the overarching strategy.

BJC's Climate Change Strategy

Incorporated as part of BJC's Climate Change Strategy, the Company aspires to become a green industry through implementing the following initiatives:

1. Provide knowledge and create awareness among employees regarding climate change.
2. Appropriate risk management and opportunity about climate change are integrated into the company's centralized enterprise risk management program covering all types/sources of risk and opportunity
3. Give an importance to the energy consumption of the organization by increasing the proportion of clean energy usage to reduce the emission of greenhouse gases

Additionally, the Company works towards adhering to international practices and establishing management systems. Therefore, BJC is gradually introducing an energy management system in accordance with ISO 14001 as a subset of the existing Environmental Management System. To ensure that continuous improvement is achieved from implementing the management system, responsible personnel and working committees have to set ambitious targets, monitor the achievement of targets, and review performance periodically. As of 2019, Thai Glass Industries Public Co., Ltd., Thai Malaya Glass Co., Ltd, Berli Jucker Food Ltd., Berli Jucker Cellox Co., Ltd., Rubia Industries Ltd., and Thai Beverage Can Ltd., are BJC's exemplars for certifying for the ISO 14001.

In addition, BigC also has an Environmental Management System (EMS), which is a central audit process that monitors environmental conditions in branches. As well as checking for environmental impact (Environmental Impact Measurement) in the working process, including health standards, safety and environment in workplace to comply with related environmental regulations.

2019 Highlights

In alignment with the established policy, BJC carried out the following projects to greenhouse gas emissions and reduce energy consumption throughout the value chain.

“Big C Solar Roof” Project



Solar power represents a vast resource which in principle, addresses the world’s needs of low-carbon power generation. Thus, utilizing alternative and clean energy is one of the predominant strategies BJC has adopted to reduce fossil-based energy consumption and greenhouse gas emissions. In 2018, as part of the Bilateral Cooperation Project between Thailand and Japan, installing solar cells on the roofs of buildings was one of the most widespread projects deployed and since, gained popularity in the retail sector. 23,562,703 kWh of solar energy was produced in 2019.

Big C was reportedly one of the first retailers in Thailand to implement such a project, hence, has long-term plans to expand this initiative across its branches in Thailand. In 2019, 32 Big C branches installed solar roofs. The installed solar roofs are able to cover approximately 2.76% of the current energy consumption. Moreover, as a result of technological advancements, the efficiency of solar panels have improved. Opting for this renewable source has contributed to the reducing BJC’s energy consumption cost by 18.5 million Baht in 2019 or over 13,412 metric ton CO₂ equivalent of greenhouse gas emissions reduction per year.

“Thai Glass Industries and Thai Malaya Glass Solar Roof” Project

BJC implemented the solar roof initiative across various sectors of the Company including Thai Glass Industries PLC (TGI) and Thai Malaya Glass Co., Ltd (TMG). Of the two factories, TMG installed a 1MW solar roof top in 2018, while TGI installed a 3MW in 2019. Both solar roofs adopts a 320-watt polycrystalline silicon photovoltaic module, allowing reduction in emissions from operations, energy consumption and impacts on the environment. It is estimated that an average of 640 tonnes of CO2 equivalent can be reduced at TMG per year, and 2,200 tonnes of CO2 equivalent can be reduced annually at TGI due to this installation.



“Installation of Energy Saving Equipment” Project

BJC manufacturing factories have also implemented changes to contribute to the reduction of electricity consumption. Factory’s equipment has been replaced for different efficient technologies such as energy-saving LED lighting in production lines, business premises and open spaces. Deploying the replacement at Thai Glass Industries PLC (TGI) resulted in reducing the electricity consumption for lighting and air-conditioned equipment by 174.4 MWh, translating into an annual savings of 610,427 Baht.

At Rubia Industries Ltd., the confectionary factory decided to replace fuel-oil with liquid petroleum gas for the boiler in 2019. Having switched to LPG, a cleaner and more environmentally-friendly choice, BJC was able to improve efficiency of the heating system by two percent and reducing greenhouse gas emissions by 906 metric tonnes CO2 equivalent.

“Climate Protection and Energy Efficiency Awareness Building”

In order to tackle climate change and mitigate our impacts on the environment, an all-hands-on-deck attitude is required. BJC, therefore, also focuses on employee’s commitment towards this issue. BJC regularly organizes sessions and events to build employee’s awareness on the topic of energy consumption reduction.

For example, at Rubia Industries Ltd., the Company holds knowledge sharing sessions regarding measures and approach to reducing energy where appropriate at the production facilities. This includes turning off lights at a certain time, setting the air conditioning temperature to an optimal temperature, establishing a default sleep mode to reduce energy consumption as well as implementing a check and repair scheme for leakages. Introducing small changes to routine practices is a fundamental step for ensuring a long-term and sustainable impact.

Chapter 6- Packaging



Introduction

Society's dependency on the use of packaging, in particular plastic, has significantly increased due to urbanization and economic growth. The numerous benefits of plastic in relation to other materials (i.e. flexibility, durability and lower associated costs) has popularized the material. With the increase usage, a global concern has set sailed, increasing customer awareness regarding the severe impact packaging imposes on the environment, especially our oceans. Reportedly, marine life has been victimized from our discarded plastic bags, straws and food containers. It has been estimated that more than 100,000 marine animals die each year due to the leakage of proper plastic management². By 2050, it has been suggested that there could be more plastics present in the world's ocean than fishes³. Due to BJC's core operations and services, the use of materials such as plastics, glass and aluminum for packaging is inevitable. It exists as one with the products produced and retailed. Thus, measures to reduce the provision and consumption of packaging have been prioritized, demonstrating BJC's response to reduce the environmental impacts and meet customer's expectations.

Management Approach

In support of more sustainable consumption and production patterns for packaging, which require a substantial shift in customer behavior and places new responsibilities on retailers and producers, a corporate-wide Packaging Policy has been announced. This illustrates the Company's overarching commitment towards mitigating environmental impacts, preserving the balance of the ecosystem and optimizing the consumption of natural resources. BJC's key focus areas are illustrated below:

² United Nations, (2017, June). *Factsheet: Marine pollution*. Retrieved from

https://sustainabledevelopment.un.org/content/documents/Ocean_Factsheet_Pollution.pdf

³ Ellen Macarthur Foundation (2016, May). *The New Plastics Economy- Catalysing Action*. Retrieved from

https://www.ellenmacarthurfoundation.org/assets/downloads/New-Plastics-Economy_Catalysing-Action_13-1-17.pdf

BJC's Sustainable Packaging Commitments



Optimize packaging design to suit stakeholder's needs and requirements and is environmentally friendly;



Support efficiency production and use of packaging;



Reduce single-use plastics and encourage reusable packaging;



Promote the recycling programs (e.g. Tack-Back System) to reduce "throw-aways";



Support the use of bio-based, biodegradable and recyclable packaging;



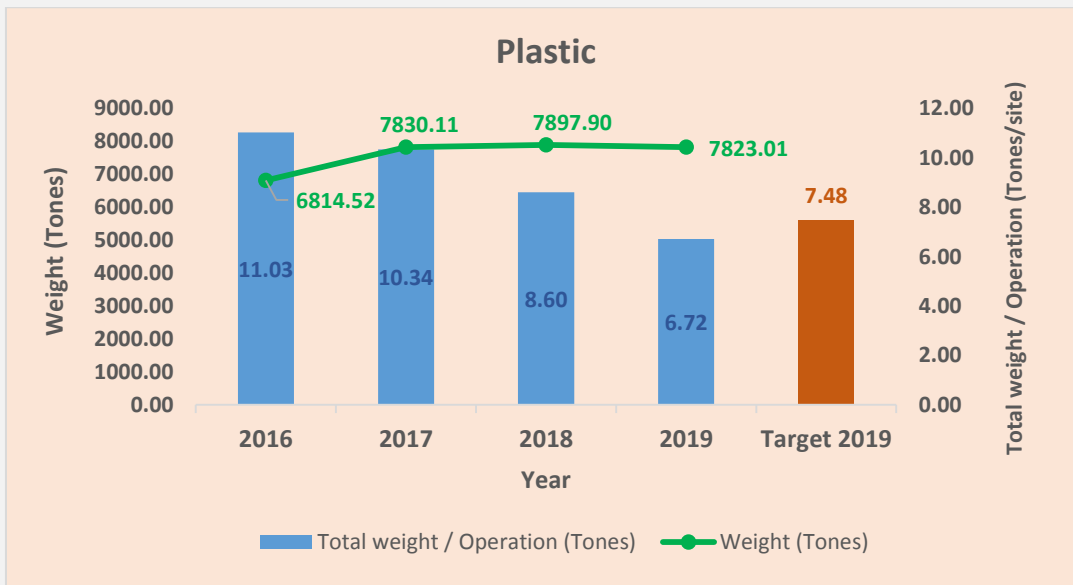
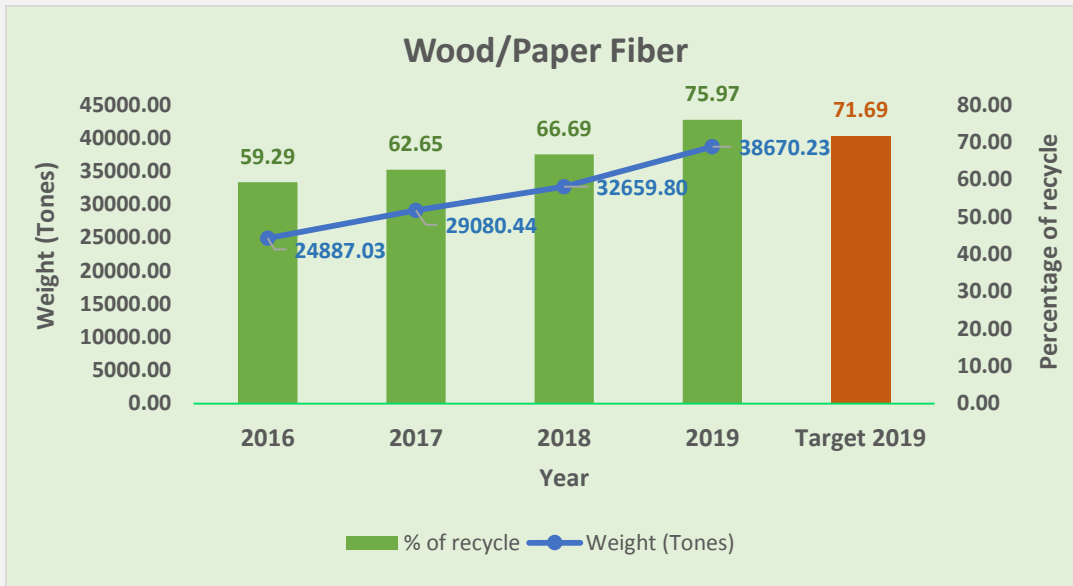
Support initiatives to recycle materials back into the production cycle;



Promote and support refusing resources which may deteriorate or pollute the environment

BJC recognizes that many of our stakeholders, especially investors and customers, are concerned about the global packaging situation. Hence, BJC has assessed our existing operations and supply chain to identify our plastic footprint. From our existing performance, the Company has the urge to improve, establishing stretched targets as milestones to achieve for both long and short terms. Specifically, BJC has set the following goals for reducing, recycling and recovering packaging:

BJC and Subsidiaries' Packaging Targets



To achieve these set goals, a primary contribution from the Research and Development Department of each facility is essential. The Research and Development Department is actively responsible for researching viable, affordable and scalable packaging alternatives in respect to the conventional materials currently used. For example, at Thai Glass Industries PLC (TGI), three teams collaborate to ensure improvement of packaging performance. The Innovation and Research Development Team is responsible for advancing the glass packaging, while the Glass and Raw Material Team is responsible for assessing the quality of raw material and configuring the composition mixture, and the Quality and Research Development Team conducts the final

examination of the produced packaging. Hence, effective changes, impactful recycling programs and utilization of advanced technologies in alignment with the Company's packaging commitments are determined.

BJC believes that together with our value chain partners, we will transition to the increasingly circular system for designing, manufacturing, recycling and repurposing of materials smoothly. Whilst still meeting our stakeholder's needs and expectations.

2019 Highlights

The principle of circular economy, substitution for environmentally-friendly material, and the promotion of reuse and recycling are familiar actions infused within BJC's management. As BJC operates many areas of business, the Company has adopted multiple approaches including optimizing packaging design, reducing the consumption of single use plastics, and increasing public participation for recycling to tackle the global concerns of packaging.

1. Optimizing Packaging Design

The Company continues to develop and optimize its packaging design, taking into consideration packaging expectations such as preserving, protecting and presenting the quality of products. Projects implemented throughout 2019 include:

"Reducing Styrofoam Trays" Project

In alignment with the Environmental Conservation and Natural Resource Policy, as Styrofoam is not biodegradable and can persist within the environment for hundreds of years, Big C Supermarket has, therefore, established a target to eliminate this material from the Fresh Food Department within July 2020. Hence, banana leaves, a natural packaging alternative has been proposed to replace Styrofoam. Banana leaves have long been in Thailand's culture, food and lifestyle. This agricultural produce is a great alternative to plastics due to its thickness and flexibility to be wrapped and folded. Green-packaging has been embraced in Big C fresh-food department for fresh produce such as okras, limes, corns, cucumbers, chilies, beetroot, gourds and gingers. Presently, this pilot initiative is being tested at approximately 20 branches across Thailand.

Redesigning of the Glass Bottles at Thai Glass Industries

Previously, the glass manufacturing sector has been predominantly orientated by the 'blow-blow' technology, where compressed air is blown into the parison to form the desired neck of a glass bottle. However, with the aim to reduce energy consumption and develop an eco-friendly design, Thai Glass Industries PLC (TGI) invested in the 'Narrow Neck Press and Blow (NNPB)' technology. This can ultimately allow the manufacturer to differ

the thickness of the glass bottle through superior dimensional control and consistency, thus producing lighter glass bottles without compromising fitness for purpose or market appeal.

Power Plus, Vitamilk, and Sponsor bottles are examples of products that underwent this process, whereby 46 grams, 30 grams and 55 grams of their original bottling weight were reduced, respectively. The feasibility of reducing the product’s packaging weight was determined through a simulation software to ensure that quality of the product is met. In 2019, the total weight of TGI glass bottles reduced was 17,000 tons, saving more than 58.9 million Baht of raw materials.

Furthermore, as the Company is aware of the limited availability and increasing cost of virgin materials required to produce glass bottles, in 2019, TGI invested approximately 30 million Baht to research and redesign our glass bottles. The Company invested an optimal ratio between emerald green glass and amber cullet where standardized qualities and characteristics of the glass bottle are still maintained. This results in more environmentally-friendly and cost-effective packaging.

Increasing recycle content of Aluminum Cans at Thai Beverage Can



The production of aluminum cans is a key division in BJC. Thus, Thai Beverage Can Ltd. (TBC) focuses on redesigning and increasing aluminum can collection rates as proactive measures against the packaging situation. From redesigning our products, in 2019, the Company was able to reduce the weight of an aluminum can from 0.270 gram. TBC has determined an ambitious goal to further reduce the weight to 0.245 gram by 2022. Newly designed cans directly reduce the consumption of virgin material in beverage can production. Such a design has been achievable through conducting stakeholder engagement in order to understand their needs and expectations.

Resizing Snack Bags at Berli Jucker Foods

Consumers may have experienced the disappointment when opening a bag of chips only to find it filled with air. Although the air is intended to prevent the contents from being damaged during transportation, the associated packaging requirements can be extensive. Investing in altering the common design of “snack bags”, Berli Jucker Foods Ltd. (BJF) resized the packaging for its popular snacks such as fried potato chips, rice crackers and extruded snack under their own brands of “Tasto”, “Dozo”, “Campus”, and “Party”, lessening the air pockets, yet still delivering the delightful treats. The largest reductions have been achieved with 2.76 , 2.14 and 1.92 % slimming down in pack size reduction respectively. Following this includes 292*145 mm, 356*233 mm, and 396*260 mm with 292*141 mm, 356*228 mm, and 396*255 mm size reduction respectively.

Derived from this endeavor, 0.005 tons of packaging material has been saved annually. 1.5 fewer trips were required to transport the products, resulting in 18.45 Lite/year (0.0546 metric tonnes CO2 equivalent) of greenhouse gas emissions reduction.

2. Reducing and Refusing Single-use Plastics

With the proliferation of single-use plastics worsening our environment, BJC works aggressively to phase-out all plastics which degrade into fragments. This is in accordance with Thailand’s Roadmap on Plastic Waste Management 2018-2030. Projects we have been working on include:

“Everyday Say No To Plastic Bags” Project

Since 2015, leading retailers in Thailand including Big C Supercenter signed a Memorandum of the Understanding (MOU) to support the reduction of plastic bag consumption, educate the public regarding plastic bags, and establish proactive measures to tackle this pressing issue.

Throughout 2019, Big C advocated the public to reduce waste generation, in particular the consumption of single-use plastic bags. Big C engaged with customers using both on and off-line methodologies to communicate the restriction of plastic bags provision every Tuesday as well as the 4th of every month. Moreover, incentives of an additional 200 Big Card points were rewarded to members who purchased goods on a Wednesday and refused plastic bags or brought their own bags at a Big C Supercenter. When comparing the performance of these endeavors, Big C was able to save over 5 million Baht worth of single-use plastic bags. Conjointly, Big C supercenter have been expanding the selection and availability of eco-friendly products in response to customer’s conservation trends.



3. Recycling

BJC organized several take-back and recycling campaigns in order to collect used products and materials from customers and reintroduce the material into the production cycle. Examples include:

“The Green Roof Project for Friends in Need (of “Pa”) Volunteer Foundation, Thai Red Cross”

The Green Roof Project was first launched in 2010 by Tetra Pak, to recycle used beverage cartons into corrugated roofing sheets. The recycled green roofs are then used for the Princess Pa Foundation (part of the Thai Red Cross Society) to construct shelters and homes for victims of floods and natural disasters. With the campaign initiated and a

demand for the recycled products identified, Big C hyper-mart stepped in to connect and promote public participation. Big C publicized the campaign through online platforms and provided carton drop-off points for consumers in over 140 branches nationwide.

Between June 2010 and December 2019, the campaign collected approximately 225 million cartons, equivalent to constructing 65,000 green roofs and supporting thousands of housings for those in need. 4,436 roofs were produced in 2019 and distributed to numerous provinces in Thailand including Bangkok, Kalasin, Ubonratchatani, Khon Kaen, Chiang Rai and Nakornratchasima. Not only has the Project provided a basic physiological need, but it has also raised public awareness about recycling, hence, reduced carbon dioxide emissions, diverted waste from landfills and supported the principle of circular economy.

Additional information on this project can be found on www.tetrapak.com/th/thaigreenroof and www.facebook.com/thaigreenroof.

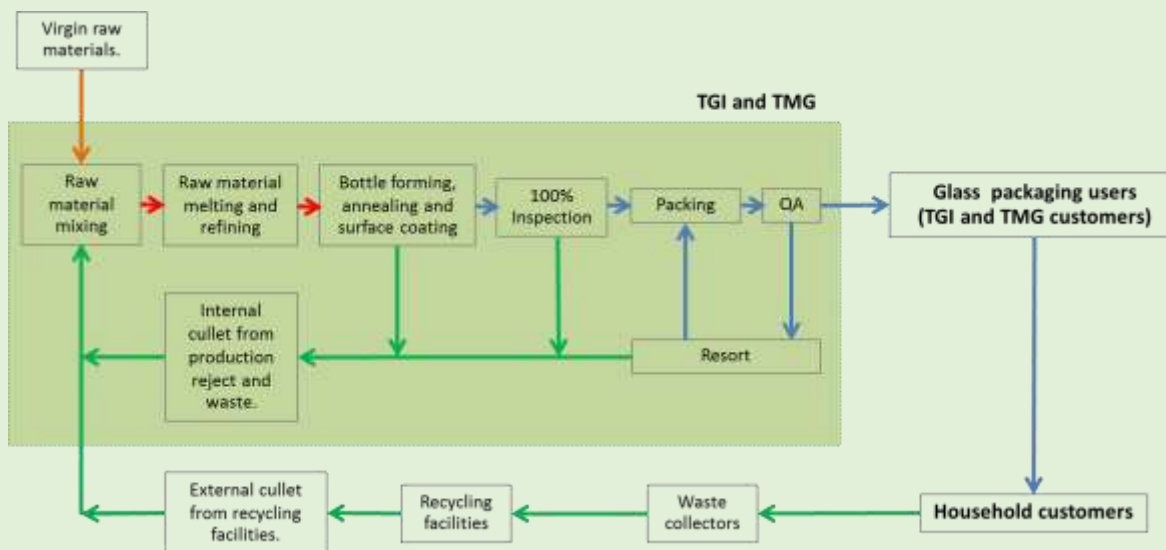
“The Green Roof Project for Friends in Need (of “Pa”) Volunteer Foundation, Thai Red Cross, is seen as one of the most successful projects which we have participated in. I am very proud to be a part of the main contributors in this project. We provide collection points for used beverage cartons in our supermarkets nationwide. Ltd. I feel that this program has built a strong partnership between us and our customers, creating a truly positive impact on our society. Big C supercenter vows to stand beside our customers in every step of their lives, as the people’s supermarket.”

Mrs. Vipada Duangratana

Deputy Chief Executive Officer of Big C Supercenter



Thai Glass Industries' Closed-Loop Production



Glass bottles are produced from a combination of materials. This includes silica sand, limestone, soda ash and other property enhancing additives. It is reported that producing glass bottles from a singular material requires more energy. Increasing the combination of glass scraps by 10 percent enables Thai Glass Industries PLC (TGI) to reduce the required energy by 125 mega joules per bottle forming process.

Hence, TGI emphasizes the initiative to recycle used glass within our production in order to achieve a closed-loop production system as well as to mitigate our environmental impacts regarding waste. Recycled glass bottles are inspected, segregated by color (i.e. white, brown and green) and crushed into small glass scraps in order to circulate back into the production system.

As of 2019, TGI produced 1.05 million ton of glass containers to markets. Approximately 65% of recycled glass bottles was used as a raw material for the glass container production.

“ThaiBev X TBC Can to Can” Project



As BJC recognizes the need for high quality recycling in order to increase circularity and recovery of materials from waste, TBC participated in the “Can to Can” Partnership Project. Used beverage cans collected through the “Can to Can” program are then recycled as a raw material for producing aluminum sheet packaging. Within the year 2019, more than 703 tonnes of aluminum cans have been retrieved, translating to 52 million cans. This closed-loop cycle was achievable through the cooperation of direct and indirect suppliers, aluminum sheet manufacturers and partnering companies. The Project successfully promotes segregation and collection of recyclable beverage packaging to reduce waste and environmental impacts. On the other hand, benefits from this Project include generating income for small-scale itinerant waste buyers and reduction of energy consumption required in the production process. 95 percent of energy consumption and carbon emissions can be reduced when using recycled materials in comparison to processing new aluminum.

It is worth noting that TBC received the Sustainability collaboration award from ThaiBev.



Chapter 7- Waste Management

Introduction

Natural resources play an essential role in our everyday life. However, as a result of our socially accepted “throw-away culture” and lack of attention in the past towards waste management, natural resources have been over-exploited, translating into an increase in pressure on diminishing natural resources, and particularly operating costs for the business sector. Without implementing an abrupt transition to preserve the planet’s natural resources, it is expected that by 2050, the amount of waste will double or triple the current volume depending on the geography⁴. Furthermore, a significant waste stream produced in the retail industry is food waste. Producing food requires water, labor, machinery and energy to name the least. Wasting food is, therefore, a frivolous use of natural resources causing an increase in food prices and impacting the food supply chain as well as food security. With BJC’s strong position in Thailand’s retail sector, we can impact a change. Hence, BJC have implemented initiatives to reassess its practices throughout the value chain in order to tackle this global concern.

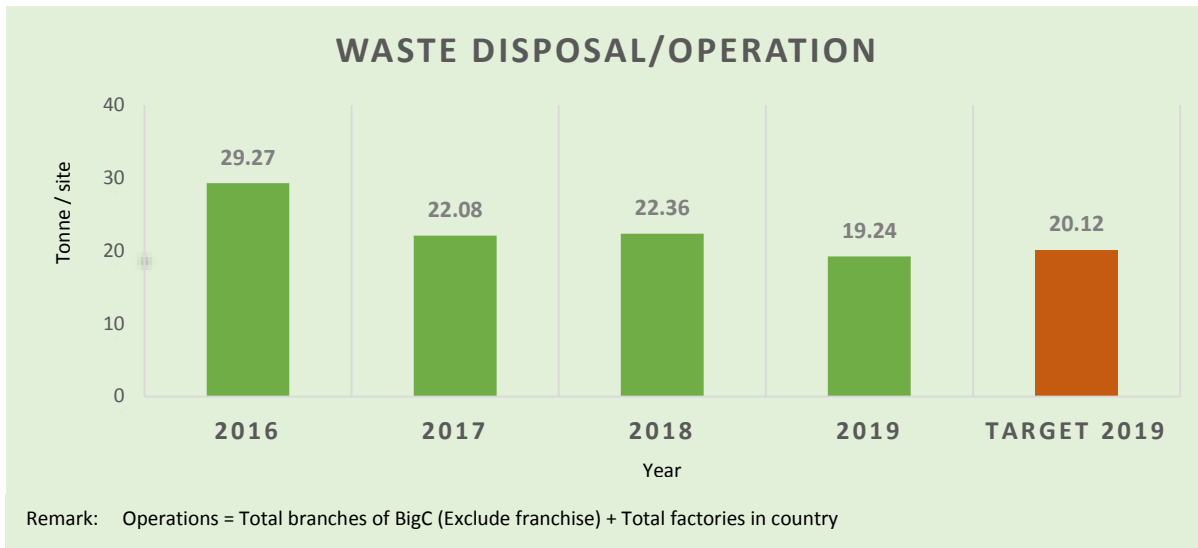
Management Approach

As per the Company’s Environmental Management Policy which states BJC’s commitment to operating its businesses with consideration for the environment, waste needs to be managed appropriately. Thus, BJC has made new efforts to issue specific waste management guidelines for its subsidiaries to follow. In particular, we adopt the circular economy principle and apply the 7Rs concept: Rethink, Reduce, Recycle, Reuse, Repair, Repurpose, and Rot. In addition, we also collaborate with our suppliers and customers in tackling these waste management challenges.

The Company established an ambitious target for waste management in order to motivate our employees into achieving better environmental performance. We believe setting a clear company-wide goal will help drive all business units coherently.

⁴ The World Bank (2018, September). *Global Waste to Grow by 70 percent by 2050 Unless Urgent Actions is Taken: World Bank Report*. Retrieved by: <https://www.worldbank.org/en/news/press-release/2018/09/20/global-waste-to-grow-by-70-percent-by-2050-unless-urgent-action-is-taken-world-bank-report>

BJC's annual waste disposal target



BJC examined our operations in order to assess the relationship between raw material input and wastage. Waste audits have been conducted to identify areas in the production process where high volumes of waste is generated in order to develop corrective and mitigating actions.

Particularly, food loss² and food waste⁶ embody environmental impacts associated with the retail of food products, distribution, packaging and contribution to greenhouse gas emissions, while creating impacts on society, such as food security. A global phenomenon and concerns regarding food security, the ability to meet food demands, have crept into the minds of the public. It is highlighted by the Sustainable Development Goal (SDG) 2 of “Zero Hunger” that actions from all sectors are required to tackle these multiplicity concerns. Previously, much attention has been paid to maximizing production levels to increase profit and market share, without providing enough attention to other existing stakeholders within the supply chain. As the nation’s leading food retailer, BJC recognizes an opportunity to drive interventions. Starting from our own boundary, the Company is currently investigating methods to upgrade inventory systems, focusing on the reduction of excess inventory and handling. This will result in a reduction of perishable goods turning directly into waste.

Apart from implementing initiatives within our operational control to deal with food waste problems, we also work on the customer end. The Company acknowledges the shift in customer behaviors as they are more aware of food waste issues. Although educating customers on food waste to influence their behaviors will result in a definite positive outcome, it is a long-term approach. Hence, in parallel, BJC is developing inspiration and guidance medium for our

⁶ The FAO has defined food waste as “the decrease in the quantity or quality of food resulting from decisions and actions by retailers, food service providers and consumers”.

valuable customers. This includes the pilot scheme to design a platform for sharing food-related ideas such as recipes for utilizing leftover. There are 8 Big C stores in Bangkok and Phuket have started a pilot project collaborating with Scholars for Sustainability 'SOS' in campaigning to reduce food waste and carbon dioxide emission. This collaboration has started in 2020 with SOS working directly with each Big C store in collecting expired products/produce of the day to be delivered and turned into meals for needy people in the poorer communities of Bangkok and Phuket.

The approach can increase engagement with customers as well as to educate about waste, creating robust relationships with our customers and fostering our sustainable operations.

2019 Highlights

BJC conducted the following initiatives to manage waste effectively:

Discounting Perishable Products to Avoid Food Waste in Big C Stores

Coupled with the idea to reduce food waste generated as much as possible, Big C provides discounts to products when approaching their expiry dates. This cost-conscious approach is adopted to provide products, in particular fresh food products with a short self-life, a second opportunity for sale before transforming into waste. Through optimizing this dynamic-pricing initiative, Big C was able to reduce the Company's loss from fresh-food products from 6.03% in 2018 to 5.25% in 2019. Goods which were converted to ready-to-clear products accounted for 4.24% of the total annual sales.

Waste Management at Thai Malaya Glass

At Thai Malaya Glass Co., Ltd. (TMG), of the waste collected for disposal, it was recorded that over 56% of waste such as paper, wood and steel materials were being recycled, 33% recovered through the energy recovery process, and finally 11% sent to landfills. The Company's ability to recycle has improved in relation to the previous year, as throughout the year we have been testing new initiatives to recycle, such as transforming API Separator Sludge into soil fertilizers.

Thai Glass Industries' Approach to Zero Waste to Landfill

At Thai Glass Industries PLC (TGI), we strive to minimize environmental impacts occurring from operating our business, and to fully utilize natural resources. The Company has, therefore, followed the circular economy concept in order to reduce volumes of waste sent to landfill. Through **the investigation of TGI waste**, in 2019, **the company** identified

two alternatives waste recycling alternatives. The first was the use of TGI waste as fertilizers for agricultural purposes, and the second was the reuse of TGI waste as raw material for glass manufacturing.

Waste water sludge from the Company's production line was thoroughly tested and examined to ensure that the sludge can be transformed into fertilizers. With reference to the testing results, there were four existing micro-organisms in the sludge which allowed for the improvement of soil quality. Hence, in 2019, Thai Glass Industries submitted a permit request to the Department of Industrial Works to utilize wastewater sludge from the production process as fertilizers. It is expected that the approval will be received in 2020, highlighting the Company's ability to effectively handle waste.

Furthermore, in alignment with BJC's 7Rs concept, examples of initiatives implemented at TGI were:

- **RETHINKING** the packaging design in order to REDUCE volumes of waste generated;
- **RECYCLING** the outer plastic layer;
- Sending back plastic crates to BJC Glass to **REUSE**;
- Sending back used paper to BJC Glass to **RECYCLE**;
- Sending back wooden pallets to BJC Glass to **REUSE, REPAIR** or **REPURPOSE** as fuel; and
- **ROTTING** food waste from its canteen as fish food.



Chapter 8 - Water and Wastewater Management

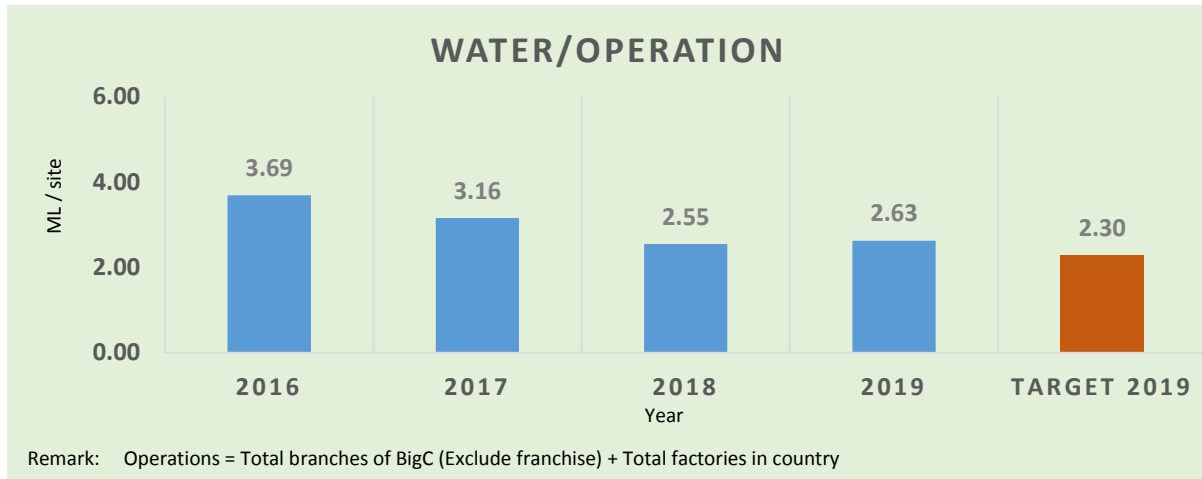
Introduction

Water is the largest natural resource, occupying two-thirds of the planet, however, only 3% is freshwater. With seven billion people and many more of the world's plants and animals being crucially dependent on clean water, this shared water system is under significant pressure, hence, creating ripple effects on human lives, livelihood and business stability. Predictions have already been made that by 2025, two-thirds of the world's population could face water shortages, and the ecosystem around the world will suffer even more¹. Moreover, the stress on global freshwater has heightened due to the rising demands of water-intensive goods, and uncertain rainfall patterns caused by climate change. Apparently, there is an urgent need for all parties to manage water effectively, from withdrawing, consuming, to discharging. As a retail business, BJC and its supply chain heavily depends on the availability of water, whether it is the provision of agricultural or commercial products, or services. The need for efficiently managing water and wastewater is, therefore, to be highlighted to ensure that our businesses are operated without compromising the environment, and the health and welfare of the population around our operations.

Management Approach

As stated in BJC's Environmental Management Policy, the Company is committed to efficiently utilizing natural resources- including water. In order to achieve this, BJC has realized that business-as-usual approaches towards water management is no longer sufficient. Thus, the Company has begun to examine our water footprint similarly to examining carbon footprint. The objective of this is to understand the operational (i.e. direct) and supply chain (i.e. indirect) consumption of water used for production and service activities, along with the respective wastewater discharge rates. Having identified the water footprint, the Company is able to utilize the data and develop appropriate control measures, such as implementing reducing, reusing and recycling initiative.

BJC's annual water consumption target



Water Withdrawal, Consumption and Discharge at BJC

The Company is heavily dependent on the availability of water resources as water is one of the key resources required for the manufacturing process. It is used for paper production, glass production, aluminum can production, food processing as well as general domestic washing and cleaning. Primarily, the Company consumes water from the municipal water supply, while groundwater sources are used at Berli Jucker Cellox - Bang Phli factory and some upcountry Big C supercenter branches. With large volumes of water being consumed at our facilities, the Company continuously monitors the quality of wastewater discharged into the municipal wastewater treatment system to ensure that no impacts on the environment and surrounding communities occur, thus no breaches of standards.

As the stress on water is constantly increasing, BJC conducts water-related risk and impact assessment in order to be aware of how we perform on water and wastewater management, to prevent adverse impacts on our own operations, supply chain, stakeholders, and the environment.

1. Water Risk and Impact Assessment

Presently, water-related risks incorporated into BJC's long-term strategy include flooding and shortages. Business Continuity Plans for both situation has been developed respectively. However, BJC aims to expand consideration to its supplier's water management and awareness. Hence, the Company is now in the process of examining all of our suppliers, by starting for critical suppliers. The objective of this is to identify potential water-related business risks with regards

to the water stress level of different water stress area. BJC has selected the open source data Aqueduct Water Risk Atlas developed by World Resources Institute (WRI) to map water risk areas in which suppliers operate, by inputting locations of each BJC supplier into the tool. Presently, BJC is in the process of examining all of its supplier's locations. Results from assessing this water-related business risks can assist BJC in determining the overall impacts on the business. Nevertheless, the Company plans to complete this assessment, and develop appropriate measures to manage suppliers operating in very-high water stress areas within the 2020. After the assessment is completed, BJC will use the results to set water-related targets accordingly.

Additionally, BJC continues to engage with local communities to ensure that their concerns regarding water consumption is listened and addressed. Responsible departments and personnel have been assigned to ensure that our water management meets with stakeholder expectations and regulations.

2. Wastewater Management

BJC acknowledges that effluent discharge from the factories can cause disruption to the surrounding communities. Hence, BJC ensures that all effluent discharged from factory premises are treated to comply with national standards. The Company has developed an internal wastewater treatment procedure outlining the process required for treating wastewater prior to discharge. The procedure has been developed based on industrial best-practices and regulatory requirements. Hence, at each facility, a responsible team has been established to monitor the characteristics of treated wastewater to ensure that quality is met. Treated wastewater is then discharged into municipal wastewater treatment system for further processing, or reused within the facilities for other purposes, such as watering plants or for cleaning.

Furthermore, we engage with local communities on a regular basis to listen and address any concerns wastewater they may have. Grievance channels, including websites, telephone number are available at all BJC's facilities. Additionally, communities can directly raise their concerns to human resource department or environmental committee at each facility, as well as government authorities. The department holds the responsibility to record and mediate concerns raised. The Company endeavors to protect and preserve this natural resource for future generations.

2019 Highlights

In attempts to further increase the ability to recycle and recuse water, BJC has implemented initiatives as mentioned below:

“Zero-Wastewater Discharge” at Berli Jucker Cellox

The Zero-Wastewater Discharge initiative is an engineering approach undertaken by Berli Jucker Cellox Ltd (CPC), to maximize the recovery of freshwater and minimize generated wastewater. This design was installed at Bang Phli facility in February 1988

The wastewater installation has allowed the facility to save over 816,500 cubic meters of water consumption annually or equivalent to 7,370,000 Baht. Observing the results from CPC, BJC intends to extend this wastewater model to other facilities as appropriate.

“Sustainable Water Management” at Thai Glass Industries

As an effect of climate change, rainfall patterns have changed, resulting in an increase in drought. In order to prepare for the potential drought and emergency situations, in 2019, Thai Glass Industries PLC (TGI) launched a program to upgrade the groundwater system. Groundwater is seen as a high quality, alternative source used for water consumption due to its availability in rural areas. Introducing an upgrade to this system will allow the factory to efficiency utilize the resource through improved monitoring equipment (i.e. piping system, pump, and the sludge pond) and to decrease the Company’s dependency on municipal water supply. Capacity of the groundwater system will increase from 5m3 per day to 100m3 per day. It is expected that the upgrade will be finished in 2020. The additional water reserves better prepare the Company for an increase in production levels and potential emergency situations which may occur.

“Reduce Wastewater Discharge Project” at Thai Beverage Can



In response to BJC’s commitment to reducing our environmental impact, and growing our business in a sustainable manner, various technology and initiatives have been designed to achieve this.

Specifically, in 2019, Thai Beverage Can Ltd., (TBC) installed a reverse osmosis system to recycle wastewater generated within the business operation. When examining the results of this implementation, it was evident that TBC was able to save over 26,226 cubic meter of water, accounting for 11.87% of the total wastewater generated, solely within this year. This can be translated into 688,432 Baht of savings annually. Consequently, the recycled wastewater has been utilized at the cooling tower, for chemical mixing at the wastewater treatment plant, gardening and other domestic purposes.

With such prominent results at TBC, BJC has plans to install additional membrane water treatment systems at other factories, in order to increase the volume of recycled water and overall environmental performance of the Company.



Chapter 9- Human Rights

Introduction

We exist in a world of economic and social inequality, where respect for basic human rights are often neglected. Expectations curated by the dynamics of society are inextricably linked to the success of a business. Given that, it is essential that businesses play their role in protecting and respecting human rights. These are referred to the basic rights and freedom to which all humans are entitled, whether they are rights to living, liberty, freedom of thoughts and expression, and equality. Presently, BJC focuses our attention to the topic of human rights for all aspects of our business operations. As awareness on human rights has rapidly increased over the recent years, BJC ensures that the same awareness is also built within the Company, assuring positive impacts of this aspect is in the best interest of our employees, the community in which we operate, and fundamentally our success in this industry.

Management Approach

BJC operates its businesses in adherence to the principle of human rights and respects the human rights of all of our stakeholders. The Company is committed to supporting the requirements and expectations of international and national human rights and labor standards, including the United Nations Universal Declaration of Human Rights, the United Nations Guiding Principle on Business and Human Rights, the International Labor Organization (ILO) Declaration of Fundamental Principles and Rights at Work, as well as Thailand’s Labor Protection Act (No.7) B.E. 2562 (A.D. 2018). This is reflected in the group-wide Human Rights Policy that we developed. Our approaches to human rights management are summarized as follows:

Highlights of BJC’s Group-wide Human Rights Policy

BJC is committed to:

- respecting and valuing the different age, physical disability, race, gender, sexual orientation, color skin, original country, and marital status;
- conducting business with responsibility towards community, society, and environment;
- promoting community rights, local traditions, and supporting equality among society;
- placing importance to providing equal standard of services to all customers;
- setting and communicating guidelines to support joint ventures and business value chain;
- developing and reviewing human rights due diligence process in order to identify and mitigate human rights risks; and
- Prohibiting the exploitation of child and forced labor.

Specifically, we adopt a recruitment process which does not engage in any form of discrimination whether it is regarding gender, race, religion, disability, age, or sexual orientation. We comply with local labor standards, clearly establishing that working hours at BJC will not exceed 48 hours per week – less than the maximum defined hour by the national law.

Furthermore, BJC truthfully has a clear stance that we do not employ or engage with child labor and have significant respect to the right of freedom represented by employee’s association. As BJC places great importance on our employees, listening to their concerns and needs are important input in enhancing our existing relationship, exhibiting employee’s ability to express their collective bargaining rights. The Company provides the opportunity for employees to join labor unions freely, which include Fasai Labor Union, Rubia Thailand Labor Union, Berli Jucker Foods Labor Union, and the Glass Union of Thailand.

BJC’s Labor Unions

In 2019, a total of 1,050 employees of BJC group were members of the Company’s Labor Unions. This accounts for 2.59% of the total number of employees.

To ensure effectiveness of our practices regarding human rights and equal labor standards, BJC continues to monitor and review our respective performance. BJC has developed a Human Rights Due Diligence (HRDD) process and risk assessment procedure in order to systematically evaluate potential risks associated with our business activities As follows;



As BJC strives to become a leader in fair business practices with emphasis on equal opportunities and fair treatment towards our stakeholders, we follow international guidelines such as the United Nations Global Compact initiative, aligning our strategies, perspectives and operations with universal principles on human rights, labor, environment and anti-corruption, to illustrate our commitment and transparency.

In order for BJC’s employees to acquire the basic knowledge and understanding in human rights, the Human Resources Department provided basic lessons and training for all employees, thus reducing risks of violating possible human rights, in addition to advocating our commitment to critical suppliers and other related stakeholders.

2019 Highlights

To ensure that all employees understand and adhere to the expectations outlined in BJC's Human Rights Policy, the following programs were undertaken throughout 2019.

Human Rights Training at BJC



In 2019, BJC including its subsidiaries such as Big C organized training sessions on the topic of human rights for our employees as an integral section of BJC/Big C's Code of Conduct. Training sessions are conducted in forms of classroom and online trainings. In 2019, there were 34,345 employees (84.82% of total employees) who received such a training, equivalent to 18,271 training hours.

To ensure that the training provided is effective, BJC evaluates employees' understanding through questionnaires and practice tests. Pre-training and post-training evaluations are conducted for off-line classroom training. Results from these training evaluations illustrated that participants gained a significant increase on the understanding of basic human rights and their roles to respect human rights as a BJC employee. Participants achieved a 36.51% score during the pre-training and increased to 84.81% score during the post-training evaluation. As for the online training sessions conducted for Big C employees, it is mandatory that participants achieve a 100% passing rate for the assessment tests.

Furthermore, BJC plans to ensure all employees are trained and are aware of the developed Human Rights Policy within 2020. Requirements stated in the Policy will be incorporated as a compulsory training for all existing and new employees.

We have set a 2020 target to provide human rights training for 100% of our new comers. To achieve this, we will organize human rights trainings for new comers (all levels) to create thorough understanding of basic Human Rights and freedom, which will reduce risks of human rights violations in business operations.

Ethical Trading Initiative (ETI) at Berli Jucker Cellox



Realizing that adverse human rights impacts can occur at any level in a business supply chain, Berli Jucker Cellox has introduced the Ethical Trading Initiative (ETI) Program. The initiative is an intense training course to educate participants on the fundamentals of conducting ethical business, human rights, and the relationship to operate a business, as well as related laws and regulations. The training course also aims to clearly communicate the ETI Base Code to participants in which covers requirements such as:

- Employment is freely chosen.
- Freedom of association and the right to collective bargaining are respected.
- Working conditions are safe and hygienic.
- Child labor shall not be used.
- Living wages are paid.
- Working hours are not excessive.
- No discrimination is practiced.
- Regular employment is provided.
- No harsh or inhumane treatment is allowed.

It is assured that the quality of the training program provided meets the standards of SGS Audit expectations. The ETI Program serves as a preliminary stepping stone for the Company to create a network of professionals who continuously adhere to and promote rightful actions. Currently, the training program is organized every two year with 590 participants joining in 2017 and 593 participants in 2019. Moving forward, BJC intends to provide this training on an annual basis as sustainability and concerns regarding human rights increasingly shift to the center of stakeholders' attention.



Chapter 10- Talent Attraction and Retention & Diversity and Equal Opportunities

Introduction

Employees are the fundamental mechanisms in any organization. Attracting and retaining talents is critical for sustainable business success, especially in a time where there are fewer workers available to replace the aging demographics who are now departing the advanced economy workforce. BJC recognizes this importance, thus is actively developing methods to attract and retain talented employees who fit with our culture and contribute to our goals, as people whose value is in sync with the Company are self-motivated to deliver discretionary performance.

The Company promotes an ethos of support and encouragement for our valuable employees, trusting that our continuous actions will reflect in loyalty from our longstanding people as well as forging a motivational and productive workplace. Conjointly, BJC believes that our commitment to expanding our diversity will also better our chance to attract and retain top talent, improve customer orientation and employee satisfaction, conducting a virtuous cycle of positive returns. To BJC, diversity underlines the respect and appreciation we have for differences, and is seen as an enabler to flourish in this competitive market, in which our customers and business partners will organically benefit from the exceptional products and services provided by our talented personnel.

Management Approach

To attract new talents and retain our people for long-term sustainable business growth, we have implemented a number of activities, including utilizing digital platforms to increase effectiveness of recruitment process, surveying our employees to gain their feedback so that we can improve their experience at BJC, and providing incentives for our people.

Ideally, talented employees progress and take on more responsibility and leadership throughout their career development. However, this trajectory is commonly broken, creating a challenge for the Company. To address this, BJC established a Diversity Policy to provide opportunities for recruiting personnel from diverse backgrounds despite their age, gender, disability, race or culture. This creates an all-round and diversified experience pool of employees. Additionally, BJC supports the government's policy as well as United Nations' Sustainable Development Goals to provide equal opportunities for all by increasing employment of the youth, the elderly and people with disabilities.

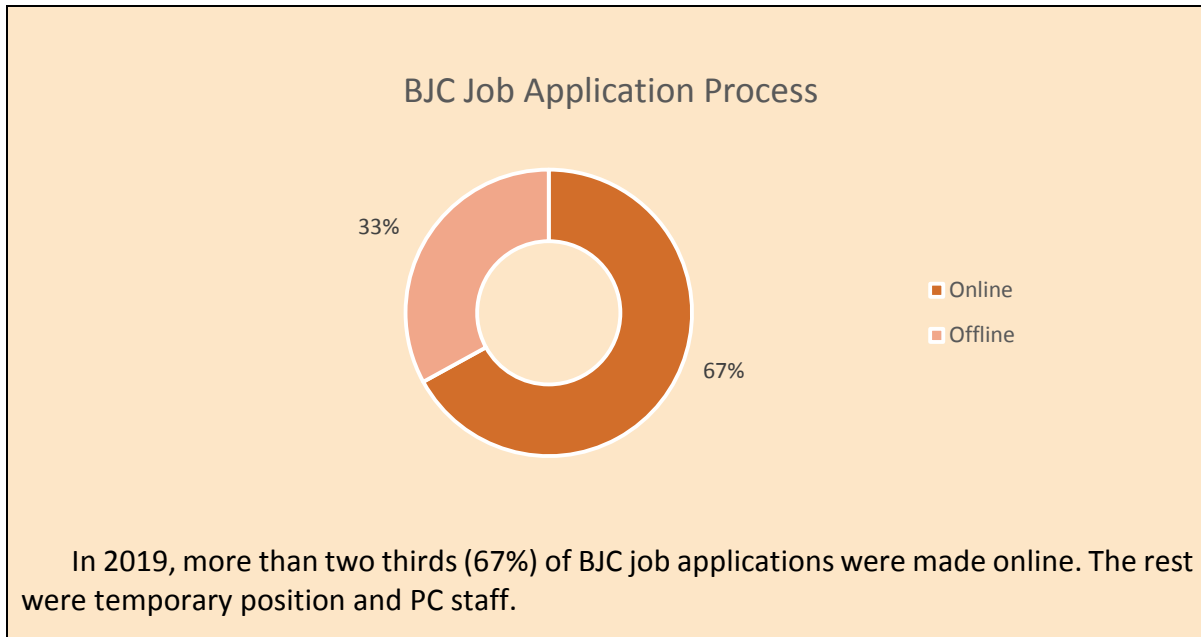
In summary, BJC has clearly set its commitment and strategy for management of talent attraction and retention as well as diversity. This includes:

- To integrate an effective approach for workforces' acquisition;
- To enhance a strategic workforce management program for employee experience and engagement. Such that it contributes to organization success; and
- To create a great environment and place to work for multiple generations and diversities, as well as to provide equal opportunities.

Thus, the following approaches and measures have been taken to encourage and monitor the achievement of the three established strategies.

1. Integrated Effective Workforce Acquisition

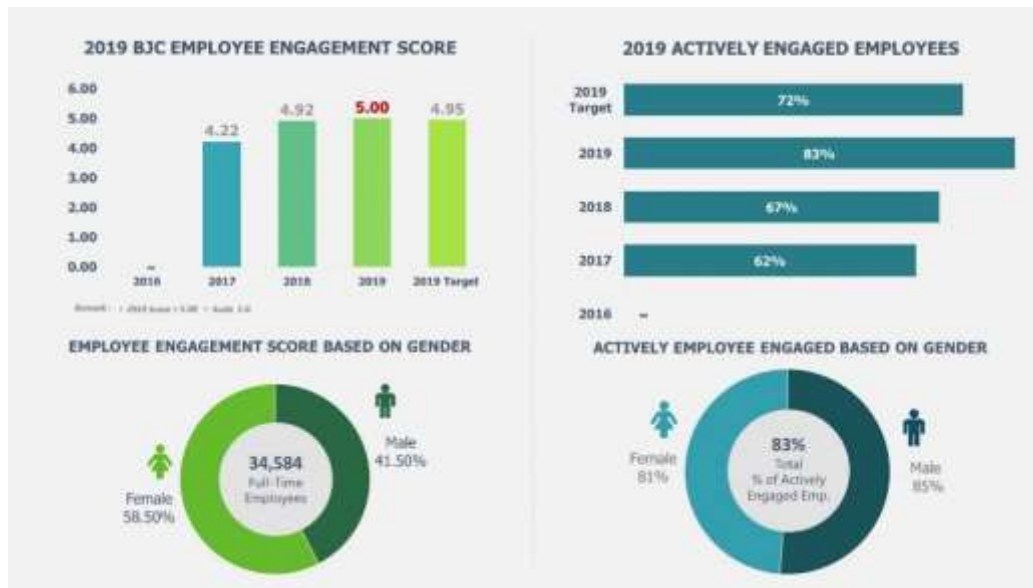
With an increasing number of people using social media platforms to express their ideas and interact with each other, BJC recognizes an opportunity to utilize an online channel to recruit new talents. A proactive recruitment process has been implemented to increase the number of public exposure to the Company's job opportunities and reduce the time required to communicate the job description. Additionally, the Company has shifted the majority of associated forms into digital format to streamline the recruitment process as well as to reduce the consumption of natural resources.



2. Employee Experience and Engagement

In order to have deeper understanding of employee’s feedback towards their jobs and the Company, BJC conducts a twelve-question employee engagement survey covering all essential aspects including basic needs, management support, teamwork and personal growth. Results from this contributes to the root-cause analysis of employee turn-over rates, hence retaining our talented employees.

BJC Employee Engagement Survey



The engagement scores in the past three years were in the “4.00 – 5.00” zone which means “fairly high” engagement score.

To encourage career progression and aspirations, satisfy our employees where appropriate as well as reduce turn-over rates, the Company has planned to:

- Invest in the leadership development programs designed to improve leaders’ ability to engage the team;
- Ensure that leaders and managers are proactive with providing feedback and coaching;
- Ensure to recognize employees for a job well done;
- Bend the silos, facilitate sessions to share good practices and ideas among teams;
- Enhance inclusion and employ effective group learning strategies;

- Encourage professional development by understanding individual learning styles and preferences;
- Facilitate channels where each employee can raise issues and give feedback;
- Optimize technologies to personalize experience; and Focus on materials and equipment to meet the employees' needs for their progress.

To further engage our employees, in addition to the plan initiated, from 2020 onwards, the Company aims to ensure that our core values (CDSH) and Corporate Culture (WINNING) are fully adopted to create collaboration among staff at all levels.

3. A Great Place to Work for Multiple Generations and Diversities

The Company advocates for fairness at all levels. BJC has, therefore, amended and improved our human management and supporting systems/ procedures to be inclusive and fair, in alignment with the Company's comprehensive strategy to becoming a leading organization that strives for diversity and inclusion. The established Diversity policy states our position to promote, support, and maintain the potential employees without discrimination. This can be reflected by the share of employees, and remuneration provided⁷, regardless of gender.

Male and Female Share of Employees

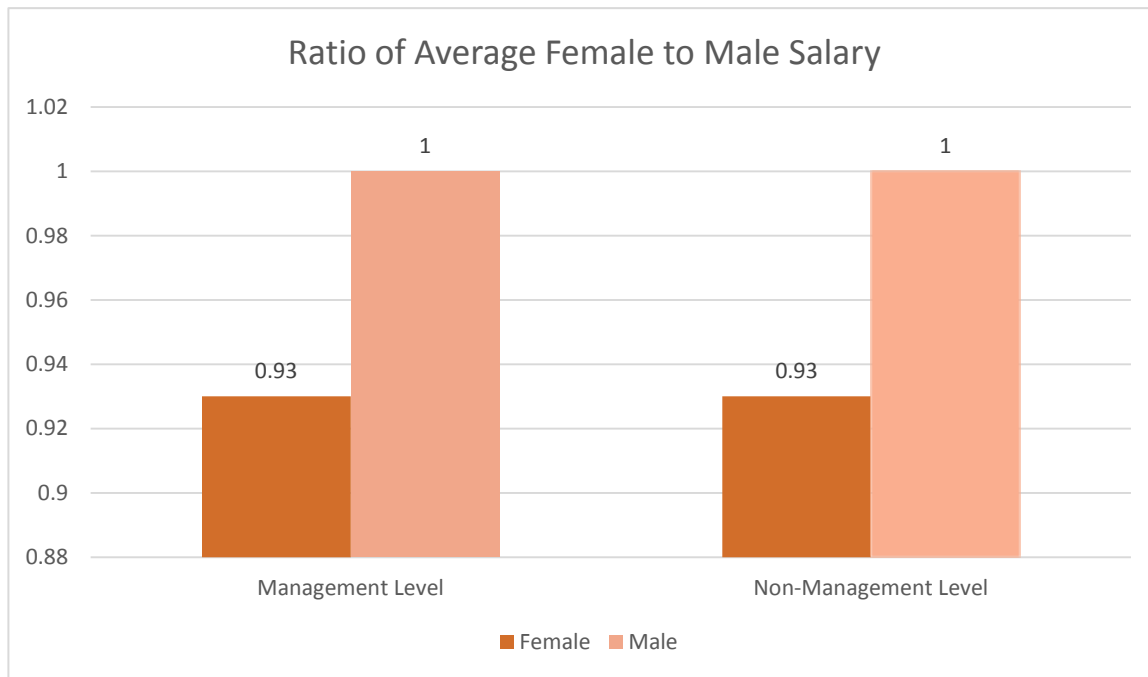


As of 31st December 2019, BJC has 40,491 full-time employees whereby the portion of male employee to female employees is 41.50% to 58.50% of the total employees. Evidently, this was a 2.50% increase from the previous year.

⁷ Number of employees disclosed in this Sustainability Report represent twelve subsidiaries of BJC.

Furthermore, it should be noted that women in leadership position have significantly increased throughout BJC as the Company continues to advocate this agenda. In 2019, the proportion of management positions in BJC held by male and female 53.56% and 46.44%, (1.15 : 1.00) respectively.

Ratio of Average Female to Male Salary by Employee Level



BJC provides not only equal opportunities for all, but also relatively equal remuneration for both female and male employees. When considering our people’s base salary, the factors that we take into account are their performance, educational background, and years in service, not their gender.

Employee level	Ratio of average base salary (Female : Male)
Management Level (including executives level)	0.93 : 1.00
Non- Management Level	0.93 : 1.00

BJC is proud to be a company who provides equal remuneration between male and female employees at both management and non-management levels. BJC is proud to be a company who provides equal remuneration between male and female employees at both management and non-management levels.

2019 Highlights

In support of the approaches BJC has strategized, the following activities were held throughout the year of 2019.

Corporate Relationships Creation with Culture & Value Training Project

Following the completion of creating an understanding for Berli Jucker Cellox Co., Ltd. (CPC) supervisors regarding their roles in promoting corporate culture and value, in 2019, CPC developed new initiatives in 2019 to continuously advocate our CDSH & WINNING work approach.

Firstly, the Company established the *Shift Operation Supervisor (Drive Change, Customer Focus and Happy Workplace)* initiative. The Human Resource Department approached employees in the operational and production line in order to listen to employees' concerns and list of support they wish to receive. Receiving direct feedback from employees enables the Company to fully support our employees in achieving their fullest potential and career development. Additionally, the Company organized the first official session where top management team collaborates with operation and production supervisors. Objectives of this session were for top management to listen to the concerns of the operational teams, in addition to sharing their expertise and recommendation on the issues and concerns faced, thus, strengthening the relationship between the two fundamental players in driving business growth. Due to the positive feedback received in 2019, it is expected that this initiative will be continued in 2020.

Secondly, the Company initiated a program for upcoming leaders under the scheme "*Strive for excellence and customer focus*". Led by internal facilitators, the session focuses on building soft skill and confidence for young leaders, ensuring that BJC's employees are competent and professional when presenting and engaging with key stakeholders such as customers, business partners or government officials.

Finally, it was ensured that posters advertising the CDSH & WINNING framework were set up in communal areas and highly visible areas (e.g. meeting rooms, cafeteria, building entrances, toilets and parking lots) to increase exposure. Continuously reiterating the Company's approach

will ensure that employees have a better understanding and remember our corporate culture and value.

All of these initiatives have been implemented with the ultimate goal to engage and retain our employees.



Corporative Student Selection Program for BJC Permanent Employees



BJC actively seeks diverse and experienced young graduates to join the workforce, such that the Company signed a memorandum of agreement with leading Thai universities to co-develop advanced curriculum, proving students with attracting skills, hence, increasing their potential for recruitment.

Big C foresaw the importance of human resource development that is in line with the Company's retail business management. Thus, Big C organized a special lecture on retail business

for students in related fields from Rajamangala University of Technology and Rajabhat University, to prepare themselves for an internship. In 2019, there were 26 students from Rajamangala University of Technology and 100 students from Rajabhat University participated in this project.

Moreover, we also provide further opportunities for students upon graduation to work with the Company as permanent employees. For example, Thai Malaya Glass Co., LTD (TMG) accepted seven students as permanent employees in 2019.

Employee's Children Scholarship Program



As children are parents' primary responsibilities, the Company is committed to aiding them as part of our employee welfare scheme. BJC provides educational support in the form of scholarship funds for all levels of education (i.e. from primary education up until university levels) for employees' children who have good academic performance, thus, helping employees who have good business performance to reduce expenses required for their children's education and support the development of valuable assets for our society. In 2019, the Company offered 146 scholarships totaling 1,225,000 Baht.

Moreover, BJC established the "White Elephant Scholarship" to award employees' children who have outstanding academic records to further their education. The White Elephant Scholarship supports additional financial support in comparison to the general scholarships. In 2019, the Company awarded 16 White Elephant Scholarships and 284 general scholarships, totalling at 1,961,000 Baht.

Student Internship Programs



BJC encourages and supports students to gain working experience and enable the quality labor ready to participate in business development. The Company has collaborated with government agencies with integrated operations to promote the student experience through various types of projects including educational management, internships, and employment:

- Big C has collaborated with the Office of Vocational Education Commission, Ministry of Education, Thailand to provide a bilateral education system in the field of business administration and other disciplines related to the Company's business operations. The program aims to develop participants with real-life working skills, technical skills, and technological skills, according to the needs of the labor market. In 2019, 101 of students have participated in this project.

BJC and Big C signed a memorandum of cooperation with multiple government departments to promote jobs for students during the semester break under the project "Civil State Unite, Building Young Labor". The aim is to encourage and support students on the opportunity to apply their knowledge and ability into their job, in line with the needs of the current labor market. More than 5,000 students have participated in this project in 2019.

“Career Promotion for the People with Disabilities” Initiative



Promoting equality of opportunity for and inclusion of people with disabilities is central to social and economic development. The Company therefore, incorporated the commitment to hiring persons with disabilities to work in various departments depending on their potential and abilities. Employees with disabilities will receive the same compensation and welfare benefits as normal permanent employees. The Company promotes knowledge development to enhance their performance in addition to providing necessary facilities at the workplace to create a welcomed environment.

In 2019, Big C employed 372 persons with disabilities, an 11% increase compared to the previous year. The Company’s employment level of persons with disabilities were higher than the regulatory requirement. Moreover, the Company also focuses on career advancement development by promoting potential and talented employees within the organization. There were 40 senior positions, 10 department heads and two manager positions hired and occupied by persons with disabilities this year.

“I am very proud to be a member of the ‘Big C Phitsanulok Family’. Big C has open new opportunities for people with disabilities to have a job and income to support themselves and their families. Big C colleagues have acceptance and allows for equal opportunity for people with disabilities. Big C also provides career opportunities such as being promoted as a senior employee. I love Big C.”

Mr. Therasit Chaiudom (Boy),
a hearing-impaired employee who has worked for Big C Phitsanulok for over 12 years.

“I found it the hardest when I first started the job, as working in the fresh food department is quite detailed. However, with the friendliness and support of my supervisor and colleagues, I passed through it. There are always obstacles in the workplace. But despite the shortcomings, if you intend and try, you will be able to work well as the same with other people.”

Mr. Chanchai Chanthra (Bird),
a hearing-impaired employee who currently working as a senior food officer at Big C Om-Yai Branch for over 13 years.



The Company collaborated with the Thai Telecommunication Relay Service (TTRS) and Office of The National Broadcasting and Telecommunications Commission (NBTC) to install the communication relay service for the hearing-impaired at Big C branches in order to facilitate communication for the hearing impaired persons.

In 2019, Big C was awarded the best communication service provided by Thai Telecommunication Relay Service (TTRS) for the disabled, in recognition of the organizations that support the communication channels to reduce gap and communication disparity among the hearing impaired.

In 2019, Thai Malaya Glass Co., LTD (TMG) and Berli Jucker Cellox Co., Ltd. (CPC), subsidiaries of BJC, have also employed a total of 22 disabled persons (13 disabled persons at TMG and nine disabled persons at CPC) to work as permanent employees beyond legal requirement.

“Big Brother, High Power” Project



Recognizing that many elderly population still have the capability to contribute to the workforce, in 2017, the Company established a policy to hire the elderly and launch the “Big Brother, High Power” Project. The objectives are to support and promote social development and employment for the elderly, and to take on board competent elderly who have passion for the service industry. The seniors can participate in the various positions of the Company from staff level to department head level depending upon the suitability.

In 2019, Big C hired 48 senior employees aged 60 years and over, 37 of which were 60-65 years old, eight were aged 66-69 years old, and three were 70 years old and over. For Thai Malaya Glass Co., LTD (TMG), due to the Company’s policy where employees have to retire at the age of 55, TMG hired

18 employees aged 55-60 years old and two employees over 60 years old. In addition, Berli Jucker Cellox Co., Ltd. (CPC) also employed retired employees whose age is over 60 years old to work in skilled positions. In 2019, CPC employed four retired persons.

This Project brought many benefits including reducing labor shortages, reducing new employee training costs and financially supporting our vulnerable population. BJC intends to continue this practice and address this aging concern.

Employee Referral Program



Employee referral program is among one of the most effective, cost effective and successful methods of sourcing and hiring employees. In addition to improving employee retention and achieving diversity as existing employees are encouraged and engaged, BJC aims to source and welcome talented personnel with desired qualification in accordance with the career and cultural fit to the organization. Financial incentives are provided to employees who recommend a suitable candidate. In 2019, our employees recommended 117 persons of which 12 persons were successfully selected as our employees.

“Long-service Awards” Program



As part of the Company’s program to retain experienced and talented employees, BJC established a “Long-service Awards” Program. This is to commence and recognize employees who work with integrity and have grown together with the Company. Financial reward is provided to employees who have been with BJC for over ten years. In 2019, the Company awarded a total of 552 employees.



Chapter 11- Human Capital Development

Introduction

Employees are an integral part a business, as they are the Company's valuable asset requiring development to operate a successful and sustainable business. It is of paramount importance to ensure that human capital adapts in accordance with rapid transformation of talent evolution trajectories, workforce demands, and business growth. BJC, therefore, recognizes and addresses this expectation. Integrated as part of the human resource management, BJC develops and monitors training and development programs tailored for each function of the business, ensuring that individuals are able to achieve their fullest career potential, ultimately, maximizing the Company's ability to deliver excellent performance and compete with our peers.

Management Approach

BJC supports building readiness and the ability to adapt for business competition both within and outside the country. Hence, the Company created the Learning & Development Activity Roadmap, in which focuses on learning through work experience and learning from various experts as well as web-based or online learning on HR application to achieve learning and development.

To ensure that the Company develops successful human capital, BJC has established short and long-term targets as indicators for this achievement, reflecting the interlinked approach undertaken by the Company.

BJC's Human Capital Development Strategic Response and Targets for 2020-2025

BJC recognizes and values the importance of human capital development in enhancing knowledge and competencies, as well as inspires and motivates its employees to improve their capabilities and performances. We fully support employees' capacity in caring for societies, communities, and the environment- subsequently driving the Company towards sustainability. Thus, the Company focuses on building a Knowledge-based Society in order to build leadership and develop employees into ethical and talented professionals with readiness for lifelong learning.

Challenges

Developing employees' capabilities and capacities to support BJC's continuous growth.

Strategic Response for 2020-2025

BJC has prescribed required qualifications, including specialization and leadership skills, for each job position and level based on our core values (CDSH) and Corporate Culture (WINNING). The Company has also provided capacity development trainings which correspond to employees' career path planning as well as the Company's business strategies.

All of these actions systematically developed employees to be knowledgeable, capable and ready to advance their career. Summary of Performance Targets in 2020 are as follows:

Short-term Performance Targets for 2020:

1. 100% of Sustainability Knowledge Training for New Comers

Promote sustainability knowledge and culture via sustainability champions and training sessions in accordance with corporate sustainability strategy.

Long-term Performance Targets for 2025:

1. Strong Leadership Programs for Sustainable Growth

Continuously carry out courses/ programs based on leadership competency set that seeks to develop mindset and expected behaviours in order to stimulate and support a culture that drives sustainable transformation by being role models and supportive of team members. Examples of such programs are:-

- WINNING Leadership Program (3 development tracks covering BJC's management level leaders)
- Store Leadership Development Program (3 development tracks covering management level in BJC Retail business)

2. Blended Learning Methodology to Enhance Digital Learning Culture

Create life-long learning culture for employees to re skill & up skill their capabilities and promote digital skill set through online learning platforms (e.g. online course, virtual classrooms, e-newsletters etc.) which BJC plans to transform at least 50% of traditional classrooms to virtual or digitized class for soft skill development programs. BJC follows the principle of developing employees' potentials according to the 70:20:10 model for learning and development.

3. Customization of Training Programs to Suit Diversity of Employees

Respect diversity in employees, by continuing to implement Individual Development Plan (IDP) reflective of each age group (Gen Alpha, Gen Z, Gen Y, and Gen X) learning needs. Hence, more customized development plans/ programs (at least 2 courses per year) will be introduced through analysis of individual gap.

Particularly, Big C developed the Training and Development Policy by the Learning & Capability Development Department, Human Resource Division. This Policy covers three areas including In-House Training, External Training, and Functional or Requested Training/Team Building/Business Plan). In general, prior to training, training needs are defined based on roles and responsibilities and Individuals' Development Plan (IDP) which align with organizational direction and company strategy and/or his/her performance appraisal and competencies. After participating in training, employees are required to undertake follow-up activities in order to complete the program.

To ensure that BJC achieves our determination to develop our employees together with the Company, BJC established a BJC-Big C Learning and Capability Development Strategy. The Strategy outlines the training and development programs available for each employee level. To equip them with knowledge and competency to advance their career with BJC. Each program has been carefully designed to each stage of an employee's career, to achieve maximum benefits and sustainable growth.

BJC-Big C Learning and Capability Development Strategy



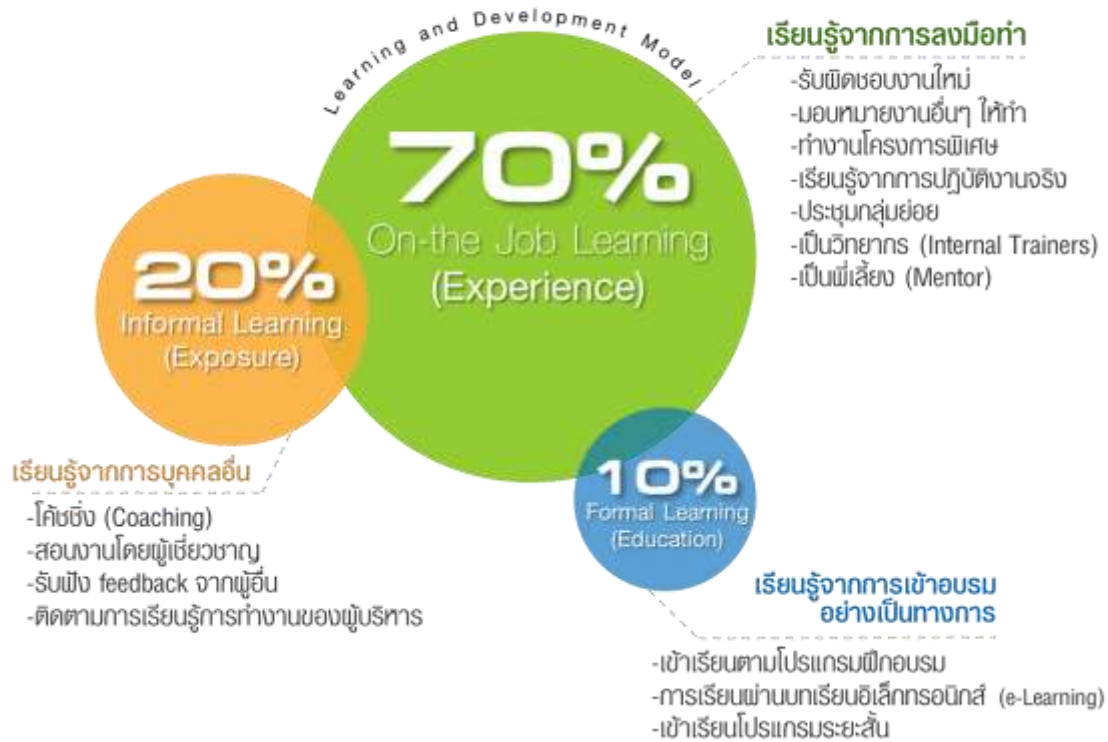
Moreover, Big C has adopted the 70:20:10 development methodology developed by Michael Lombardo and Robert Eichinger in order to combine different learning methods as details below:

70:20:10 Development Methodology

Training & Development Methodology



The 70:20:10 Model for Learning and Development



The 70:20:10 model for learning and development is widely adopted by many organizations as it serves as a general guideline for organizations seeking to maximize the effectiveness of training and development programs. The model states a formula indicating the optimal sources of learning. Notably, 70 percent of training should come from job-related experiences, 20 percent should come from interactions with others, and the remaining 10 percent should come from formal educational events.

Aspiring to continuously support the growth of our employees, BJC provides employees with powerful learning experiences that will strengthen their capability in becoming competent leaders.

The Human Resource Division initially conducted training need assessment based on global trends and strategic directions which should be integrated into the Company's training programs. Having highlighted beneficial courses for our employees, the Department grouped each course into the following:

Training Courses



BJC's training and development approach is divided into three sections: Curriculum, Learning Application and Consultant.

Examples of training courses provided for employees to develop their competency and abilities include:

- **Knowing Your Company Better:** Tailored for new joining employees as part of BJC's onboarding process. The program was established to inform employees of our core values and culture.
- **Business Management:** Designed specifically to enhance competency in operating business including key courses such as strategic planning and execution, design thinking and business stimulation.
- **People Management:** Practical and effective decisions are made by competent and independent thinkers. This course is intended to promote employee's soft skills such that they are able to communicate effectively, think strategically, and develop leadership skills, hence, building a stronger and talented workforce within BJC.
- **Task Management:** Aimed at improving project management skills for employees both at junior and senior management levels, in order to maximize their ability and efficiency.
- **Information Technology (IT) and Information Technology SAP:** Prepares employees for transitioning to the digital platform, BJC provides training on basic IT programs commonly used at the workplace, streamlining business operations and increasing BJC's competitiveness in delivering excellent performance.
- **Requirement by Law:** In compliance with the local regulations, BJC ensures to provide all required training, including safety officer for management and supervisor levels, basic fire-fighting as well as first aid and basic life support.

Other Development Programs: Includes alternative approaches and initiatives which can be used for building relationship and assisting employee learning. BJC offers programs such as culture camp, mentor workshop & recognition and knowledge sharing sessions.



In 2019, BJC and its affiliates invested over 56.7 million Baht to the development of employees' capabilities and skills.

To ensure that the training and development programs provided to employees are effective and fully utilized, the Company monitors and assesses feedback from participants. Depending on the training course, different evaluation methods are used, including providing questionnaires for participants to feedback on their training experience, distributing assessment to measure how much they understand the content provided (i.e. pre and post-assessment) in addition to observing and recording employee’s performance and attitude after attending the training programs. Effective training and development programs ultimately translate into increased productivity and business growth.

2019 Highlights

In 2019, BJC conducted the following projects tailored for developing human capital:

Big C’s Training Programs in 2019 based on the 70:20:10 Development Methodology

Implementing the 70:20:10 development model impacts the Company’s ability to develop human capital. It altered the method used to provide training as BJC integrates learning into our operations, mutually reinforcing the linkage between learning and working.

In 2019, Big C defined multiple training programs based on this concept:



“Exchange Program” Initiative

Exchange Program - Job Rotation of Experts

The program flowchart is structured as follows:

- Onboarding:** Welcome, Orientation, Introduction.
- Learning:**
 - Learning: Functional & OJT, Soft Skill by SLD.
 - Culture: Understanding of local business.
 - Visit Business: Visit to local business.
- Visit & Follow up:**
 - Field Trip: Visit to local business.
 - Follow up: Follow up with local business.
 - Farewell: Farewell event.

Assessment & Evaluation: (before each stage), (after each stage), (before & after), (before & after), (before & after), (before & after).

Group Photo: Welcome & Orientation 25th July 2019

International exchange programs is an investment for fostering greater relationships between an individual and the business. In 2019, the Company initiated the BJC International Exchange Program to provide development opportunities for our employees for a period of 6 months. The program opened for interested participants from ASEAN countries where BJC is present. This is to extend and broaden their scope of professional capabilities in relation to their roles and responsibilities, grooming high potential employees to become future leaders in BJC, further progressing their career development.

Courses covered in the exchange program include building cultural literacy, proficiency in foreign languages and network building, all of which contribute to curating a positive experience for employees, retaining top talent and reducing potential attrition. In 2019, there were 12 participants from Laos (4 persons) and Vietnam (8 persons), who joined the program, all of which have successfully completed the program and returned safely to continue their career paths at their home countries.

BJC Big C Business Transformation Workshop



Business operations are influenced by technological advancement. For BJC, going digital means exploring the essence of innovations and technologies which hold most promise to pushing the Company forward in order to deliver better experience for our customers. In order to achieve this, employees are required to understand the concept of Digital Transformation. Hence, BJC organized a workshop at Marriott Marquis Queen’s Park Hotel on 27 June 2019, with guest speakers from major digital firms such as IBM, Oracle and Knowledge Management Asia Institute (Social Enterprise) to share knowledge and experience for accelerating digital transformation. Successfully, more than 220 executives from BJC and Big C, representing industries across our business supply chains, participated in this workshop. From this, strategies and actions plans were developed accordingly.

Online Learning System “SPACE”



Presently, we have access to several methods of learning, including online learning. Nevertheless, online learning has progressively become one of the predominant learning platforms as it provides convenience and flexibility, and reduces organizational costs. BJC collaborated with the Faculty of Commerce and Accountancy, Chulalongkorn University to develop the online learning system- SPACE. The online platform enables access to limitless learning, such that employees can further their knowledge on marketing, finance, accounting and statistics. From this, employees are able to utilize the knowledge learned to enhance their performance. As recognition and assurance of the education quality, participants who pass the online assessment will receive a certificate from the University.

In 2019, all 202 participants which were in managerial position passed the assessment.

Middle Management Training Program (MMTP)

With BJC goals to expand both domestically and internationally, the Company has implemented Leadership Development Roadmap since 2016 for employees at the mid-managerial level to develop soft and essential skills for business and human resource management. The training program is provided in various forms, such as classroom, seminar and site visit, using coaching system provided by supervisors.

In 2019, we organized a five-day workshop focusing on enhancing leadership presence. The course covered topics such as commitment and accountability, professional presentation skills, conflict management, and transformation leadership. There were 23 participants who joined the program.

Mr. Chassada Wittayasomboon, Senior Manufacturing Manager Bangplee. A participant of MMTP.

"I was part of the team who participated in the MMT Program. From my point of view, the training program guided us to continuously develop our ideas and competency for conducting operations. This is similar to driving a car along the road as I can see many traffic signs that guide me to safely drive a car. Additionally, the program provided many tips and recommendations regarding technical skills, strategic concepts or leadership techniques. All of them are good tools which I can use to build the competency within my team, thus contributing towards the increasing the efficiency of the Company in order to pass through any challenges."



Young Blood Development Program

BJC acknowledges that new-generation employees will become our future leaders. Hence, the Young Blood Development Program has been curated to equip middle managers with the skills and competencies to grow and progress into leadership paths within the Company. This 3-5 year development program aims at guiding employees through a series of development courses focusing on skills such as managerial, technical, and leadership skills. Prior to the Young Blood Development Program, the Company offered skill development courses such as costing management, advance excel and Statistical Process Control (SPC) for engineering.

In 2019, 45 employees participated in the Young Blood Development Program, whereby 10 employees successfully paved their career progression path and received promotions. It was evident that, in collaboration with the Lean Manufacturing Program, participants excelled in their performance at work, bringing in new perspectives, and adopting new technological approaches.

Mr. Kittipoom Inta, Senior Maintenance Engineer. A participant of the Young Blood Development Program and member of the team which produced the Lean Project 2019.

"I feel honored to have participated in the Company's Young Blood Development Program. Having participated in many programs, I have taken the knowledge learned, as well as recommendations from facilitators, management team, managers and other experienced personnel to self-develop. This helps strengthen my abilities, mitigate my areas of improvements and integrate it within my daily routine. For example, I am able to systematically think



through processes at work, prioritize tasks, identify root-causes and address them efficiently, thus, able to achieve each target set. It was evident to me that the programs provided by the Company were fully equipped with knowledge since the beginning.

I will utilize the opportunity that the Company has given to improve my performance and support the Company. Thank you for giving me the chance to participate in such an amazing program."

Lean Manufacturing Program

BJC aims to develop our employees to increase the competitiveness against the volatile global business and drive the Company towards a successful sustainable future. Focusing on all engineers in the production and maintenance departments, BJC initiated the Lean Manufacturing Program to provide knowledge and techniques regarding reducing operational costs, and increasing profits as well as production efficiency. Moreover, the program provides an opportunity to strengthen good relationships between employees and promote employee's creativity.

As a result of the organized Lean Manufacturing Program, participants submitted Lean Projects through adopting knowledge learned from the Program. In 2019, 85% of the Lean Projects submitted were considered to be outstanding, as the projects were estimated to bring profits of approximately 10 million Baht per year, given that the production targets are met. BJC recognizes the success of this Program and, therefore, intends to expand the coverage of this Program in 2020 to other employee groups.

Miss Pakinee Nandakwang, Received First Place for the Lean Project 2019 Competition

"I have learned the importance of clarifying programs, root cause finding, developing countermeasures, monitoring results and standardizing process. When I started the project, I almost gave up because of the time constraint, limit of authority and unpredictable workload. However, I turned those negative thoughts into positive thoughts to surpass any obstacles together with the guidance of the coach. What impressed me the most was how my juniors worked on the project. Nothing could teach them better than their work experience.



The problem solving process of LEAN requires evidence-based decision making. We collected data from inspection, built up team work with operative employees, and followed up experiment result. After completing the project, I advised LEAN coordinator to set up cross-functional team for LEAN workshops in the future. With this, it will help develop the capability for our organization rather than creating dependency."



Chapter 12- Occupational Health and Safety

Introduction

Sustainable development relies on several principles, many of which are interrelated to health and safety. A safe and healthy environment reflects in a decrease in number of illnesses, injuries, and fatalities among employees, suppliers and contractors, as well as an increase in employee engagement and satisfaction, while empowering employees to be productive within the organization. The commitment towards occupational health and safety encompasses positive impacts on the business and the most vital resource - our employees. Thus, it is of paramount importance for BJC to take responsibility for building a safety-oriented culture and ensuring a hazard-free workplace. Risk assessment and investment in control measures are conducted to ensure that thousands of people who interact with BJC operations and activities on a daily basis are safe guarded and satisfied, in addition to mitigating external factors such as changes in demographic which introduces challenges to maintaining a high quality workforce.

Management Approach

Operations throughout BJC adhere to and exceed occupational health and safety (OHS) requirements of local regulations. This is achieved by implementing a management system in accordance with international standards. The system overarches requirements to conduct hazards assessment, trainings, and establishment of responsible persons. We also implement health promotion programs. All of these actions lead to the enhancement of employees' safety, good health, and well-being.

1. Occupational Health and Safety Management System

BJC places great importance on OHS such that the Company has formulated a fundamental policy to promote health and safety practices in the workplace. This is to ensure that legal requirements are fulfilled, and OHS hazards are eliminated, as employees' health is the foundation for our business operation. This policy has been enforced and cascaded onto executives, employees, suppliers, contractors, communities and other related personnel in order to layout the groundwork for sustainable growth.

BJC's Occupational Health and Safety Policy



Systematic Occupational Health and Safety Management System (OHSMS) has been implemented at all BJC operations in Thailand. This systematic management approach has enabled that all factories in Thailand including Berli Jucker Foods Ltd., Berli Jucker Cellox Co., Ltd., Rubia Industries Ltd., Thai Glass Industries Ltd., Thai Malaya Glass Co., Ltd., and Thai Beverage Can Ltd. to be certified by international standards which is ISO14001:2015. In addition, Berli Jucker Foods Ltd., Rubia Industries Ltd., Thai Malaya Glass Co., Ltd., and Thai Beverage Can Ltd. have been certified by OHSAS 18001:2007, and Berli Jucker Cellox Co., Ltd., and Thai Glass Industries Ltd., has been certified by ISO45001 as well.

2. Hazard Identification and Risk Assessment

At Big C and all other producing factories, hazard identification and risk assessment process is performed as part of their OHSMS. This is exercised to ensure that significant negative OHS risks and impacts related to the operations of BJC's business are taken into account. This includes the operation and maintenance conducted by BJC employees or services provided by contractors. Frequency of each activity - normal, abnormal or emergency situations, is then considered to determine risk levels. For each level of risks determined, the Company implements

control and mitigation measures to ensure that risks are as low as reasonably practicable. This may include operational controls, engineering designs, and objectives or targets. Performance of the actions implemented are monitored and reviewed by a responsible department in order to evaluate the continuous improvement of the OHSMS. An example of responsible departments ensuring the smooth flow of this includes the Loss Prevention Department.

In the event that an employee observes work-related hazards or any hazardous situations, following the safety procedure informed to employees prior to starting work, employees are to report the situation to their immediate supervisors. Supervisors are then responsible for addressing this concern and following respective actions. It is emphasized to all employees that they hold the right to stop work, and remove themselves from an environment which they see is unsafe. An unsafe environment is defined as a situation imposing possible injuries or other health impacts on an individual. Employees who decide to stop work due to these circumstances are protected from reprisals as a transparent investigation will be conducted by supervisors to better understand the situation.

Furthermore, in the event that a hazard is overseen which could result in an incident, the Company has communicated an incident investigation procedure for all subsidiaries to follow as appropriate, including the provision of medical services in compliance with local laws and regulations to assist those in need. All procedures, safety measures, and work instructions have been communicated to ensure understanding of the operating forefront. Developed documents are subject to the process of review on an annual basis to ensure relevancy.

Incident Investigation Process



3. Trainings on Occupational Health and Safety

In addition to physically reducing hazards in the work environment and preventing consequential impacts, BJC organized OHS trainings for our employees. Basic health and safety training is mandatory for all employees provided through their orientation, in order to instill awareness and reduce employees from being involved in work-related accidents. Other trainings provided to employees includes office ergonomics, first aid and CPR training and basic fire-fighting training. Leading or responding personnel and department advanced training (e.g Emergency Response Team) are provided with advanced fire-fighting and emergency response training to guarantee the teams are competent and prepared for emergency situations.

Health and Safety Trainings at Berli Jucker Logistics

Numerous activities have been developed to promote employee's competency and reinforce the importance of occupational health and safety. In 2019, Berli Jucker Logistics Ltd. (BJL) conducted the "Safety Week", "Behavior Base Safety" Program and "Kiken Yoshi Training"

"Safety Week" aims to create general awareness for employees so that they can adopt safe practices into their operations. "Behavior Base Safety" targets business unit heads, ensuring their competency to identify hazards in the workplace, ultimately reducing accident rates. "Kiken Yoshi Training", is an activity designed for employees to participate in identifying hazards around the workplace as part of the hazard risk assessment program.

Correspondingly, it has been observed that the number of accidents and lost-time injuries have decreased by 33% due to this fundamental action.



BJC Glass' SHE² DAY Initiative



Through conducting analysis, BJC Glass identified that majority of accidents occurred due to unsafe act. To address and improve on this concern, BJC Glass initiated the *SHE² DAY* to build awareness, create a safety culture, and relax employees from their daily routines. The Company organized engaging activities and exhibitions for employees to participate. Examples include job-hazard poster contest, personal protective equipment exhibition and obstacle course, nutrition recommendation program, stretching demonstrations.

In 2019, more than 60% of the total number of employees at BJC Glass or 657 employees joined this program. BJC Glass ensured that the training provided was successful by asking participants to provide feedback. It was reported that 82% of participants stated they benefited and learned from the initiative.

4. Formal Joint Management–Worker Health and Safety Committee

At each of BJC's facilities, a Safety Committee has been established to ensure compliance of health and safety practices with local regulatory requirements, at a minimum, and to represent the voice of employees during monthly management and Safety, Health, and Environment (SHE) meetings. The Committees engage and communicate with employees based on the requirements and frequency indicated in the OHSMS. Input from employees is used during the process of hazard identification and assessment, investigating incidents, audit inspections, and organized trainings, to improve our OHSMS. As part of the ISO 45001 and ISO 14001, management review

sessions are held annually. It is the Committee's and the Company's first concern to create a safe and healthy working environment for our employees.

5. Promoting Good Health and Well-being of Our Employees

In addition to complying with local health and safety regulations and conducting assessments to reduce impacts from hazards, BJC also promotes well-being for our employees. This includes introducing Work from Home Policy, supporting mothers in our workforce through the motherhood rooms, as well as allowing flexible hours, to promote general wellness as explained below:

“Work from Home” Guideline

Presently, the Company is driving forward with flexible working arrangements to ensure that our employees are able to balance for all the different priorities in life, directly improving employees' well-being. The first step taken by BJC has been to develop a work from home guideline. BJC's Work from Home Guideline outlines the types of work permitted, as well as employees' conditions, qualifications and requirements for conducting work from home. Although flexibility is encouraged, BJC will continue to assure that the quality of work delivered is as expected, hence, requiring specific targets and indicators to be developed for monitoring and review purposes.

“Nursing Rooms”



To ensure that BJC's employees' transition to the new responsibility of parenthood is at ease, BJC has established specific well-being benefits by establishing “Nursing Rooms”. BJC is aware that our employees returning to work after childbirth may continue with breastfeeding to ensure that optimum nutrition for their treasured newborns. As BJC views our employees as part of the family, BJC ensures that this support is provided to the new mothers. A comfortable, private and safe environment has been designated for female employees to use for lactation during workdays. Additionally, a refrigerator is available at each room for storing the lactation.

Presently, a total of three “Nursing Rooms” or lactation rooms are available at Thai Glass Industries, Thai Malaya Glass 1 and Thai Malaya Glass 2. Reportedly, employees have responded positively. It allows working mothers to continue to advance in their careers and promote employee engagement and morale, creating a spill-over effect of increased employee retention and reduced absenteeism, and maintaining business growth.

“Flexible Working Hours” at Big C

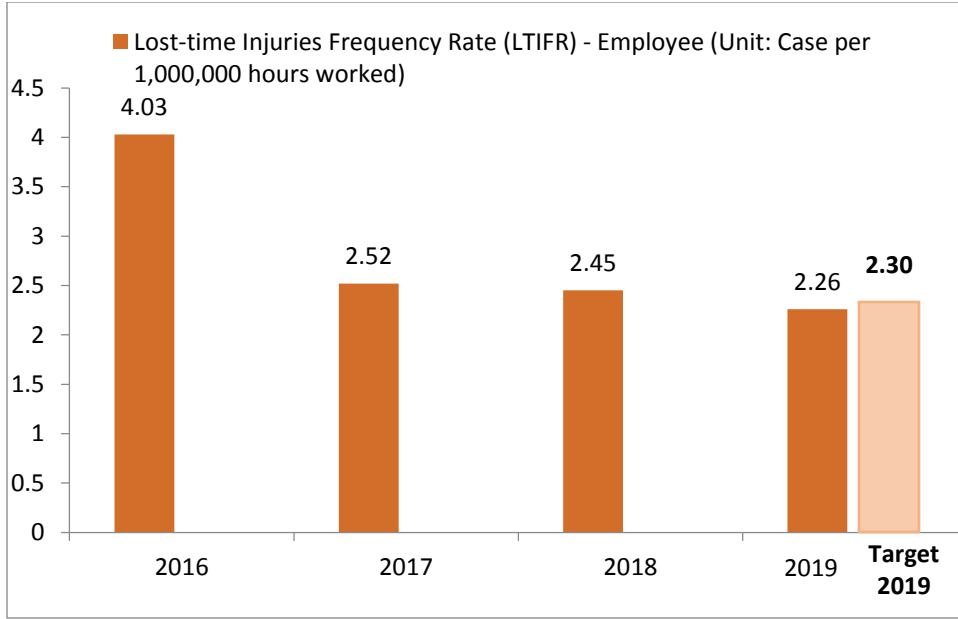
Flexible working hours directly correlate with an individual’s ability to recover and recharge, leading to a direct impact in their performance at work. The increase in productivity benefits our business operation while employees are satisfied due to the work-life balance. Big C acknowledges the powerful results from implementing a flexible working schedule, hence, has implemented this scheme since 2018. Employees have an option to work during 7.30 am – 4.30 pm, 8.00 am – 5.00 pm, or 8.30 am – 5.30 pm. Throughout 2019, it was observed that an increasing number of employees utilized this option, thus contributing to the Company’s growth. Following the successful implementation at Big C, the Company is currently considering the expansion of this initiative to other business units as appropriate.

2019 Highlights

In support of the extensive importance BJC stresses to health and wellbeing, the Company conducted the following programs and activities.

Occupational Health and Safety Performance

Big C works endlessly to reduce number of work-related injuries or accidents, through the implementation of workplace safety measures. Hence, the Company established targets to reduce Lost-time Injuries Frequency Rate (LTIFR) as follows.



“Healthy Working Life, Disease-Free, Safe and Happy” Initiatives

Recognizing the interdependence of health and development, BJC has always been ambitious to create a healthy workplace for our employees as we recognize that employees spend majority of their time in a day at the workplace. Hence, on an annual basis, BJC provides medical examinations for our employees, which exceeds the requirements of the law, to ensure that our valuable employees are healthy. For employees over the age of 35 years old, additional examination will be provided according to the risks associated with aging, while female employees will have the option to test for cervical cancer. Medical examinations for BJC Glass were conducted by Bangpakong 9 International Hospital. In 2019, 1,030 employees participated in the program. Respectively, results from the examination are provided for the employees such that they become aware and make appropriate lifestyle changes for their well-being.



Another initiative provided by the Company included a free dental check-up campaign. Employees received free examination during the period of May 14-16th 2019. The check-up was provided by Ban Phaeo Hospital.



Additionally, the Company organized sporting events for employees including football, petanque and badminton to promote a healthy and active lifestyle, and to build strong relationships between employees and the Company.



Another initiative introduced at BJC Glass is the “*Ear Fit Test*”. It was reported through our health and safety analysis that there are high risks associated with operational work and ambient noise in our factories. To ensure that the personal protective equipment provided for each employee is appropriate and efficient, BJC Glass has invested 95,500 Baht in purchasing two ear testing kits for the “*Ear Fit Test*”. The fitting grants each employee with individually designed ear pieces which have been tailored to their anatomy and unique features. Moreover, a validation test determining the noise reduction level is conducted. Assuring that the protector performs adequately.

Assessing Employees’ Happiness Levels

After providing trainings, exhibitions, and demonstrations to improve the health and well-being of the Company’s employees, BJC Glass assessed the stress and happiness level of employees. Results from the biofeedback machine and questionnaires showed that 40 percent of 1,122 respondents stated that their happiness level was above average, while 44 percent was at average and 16 percent was below average. This reassures that the Company’s approaches are creating a positive impact on employees’ health, safety and well-being.



Chapter 13- Community Relations

Introduction

BJC's strong presences in Thailand's retail business provides the company with resources and opportunities to make a difference in society and local communities. Communities are neighbors around our operations, and are sometimes our valuable customers. Thus, understanding the needs and expectations enables BJC to assist in tackling pressing social issues such as unemployment, poverty or community well-being. As a result of fostering the strong relationship built between the communities and BJC, a vibrant community can lead to the achievement of social cohesion, economic prosperity and mutual growth.

Management Approach

In order to fulfil strong relationships with the local community and guide our people on how to engage with communities, BJC has announced a Community Relations Group-wide Strategy fixating the company's commitment to:

1. Education

The BJC group has set up guidelines for activities concerning the education. We devote our attention particularly to the benefits that will be brought to three parties: upstream, midstream, and downstream. The upstream is the future builder (teachers), the downstream is the second home (schools and educational institutes), and the downstream is seed (students). We place unlimited value on the education of our staff's children since we adhere to the belief that the education represents the foundation for sustainable development.

2. Community and Society

The BJC group cares for communities and society. The assistance is rendered in forms of public interest activities. We provide complete support to social activities with a view to promote and enhance the quality of life leading to the development of the society and the prosperity of the country.

3. Art and Culture

Religion, art, culture, tradition, and ceremonies reflect the art of living at the same time as representing the spiritual anchor of the people. We, the BJC group, perceive the vital importance as to preserve the religion and patronize social activities at every turn. We determine to preserve and carry on the unique Thai art and culture relentlessly.

4. Environment

The BJC group operates the business while taking the environment into consideration. Several projects are conducted to minimize the impact on the environment. The attempt is also made to diminish food and plastic wastes. We aim to raise awareness about the use and the value of the resources in order to sustain the resources for the next generations.

CSR Group-wide Strategy of BJC and its subsidiaries



As BJC understand that the company can successfully exist because of the communities we are located in, the company is therefore inspired to develop and grow together. We thrive to alleviate social issues especially of the communities surrounding our operations, stores or manufacturing facilities, we assigned the Corporate Social Responsibility and Government Relations Department, as representatives of the Company, to make community visits and discuss with community members to understand their social needs, thus initiating related community development projects. The projects are later implemented by appropriate departments such as government relations, corporate social responsibility, public relations and commercial departments. They are also reviewed regularly for the effectiveness of the implementation, the current situations, and continuity. In addition to our proactive community visits, we also have a communication channel where community members can share their comments and opinions, raise problems, and express grievances related to the company through a range of communication channels as provided in the figure below.

BJC Communication Channels with Communities



Call center 1756



BJC Head-office at 02-364-1111

In-person at Big C branches or manufacturing plants

2019 Highlights

In 2019, we implemented a number of projects in order to fulfil strong relationships with the local community and guide our people on how to engage with communities. Projects implemented can be grouped into three main themes including: Education, Community Well-Being and Religion & Cultural Heritage.

1. Promoting education schemes

BJC believes that promoting knowledge not only develops the capability of individuals, but also improves their quality of life and fundamentally sustainable development. Together with schools across the nation, BJC continues to support education schemes with a few highlighted projects as follows:

“BJC Kru Thai Khong Phan Din” Project

Established under the concept of supporting the entire function of Thai education quality, BJC works endlessly to promote the quality of education from upstream, midstream and downstream. For “BJC Kru Thai Khong Phan Din” Project (Teachers of the Nation Project), BJC focuses on improving the competency of teachers who represent the creators of the Nation’s future.

The Project was first initiated in 2014, in which BJC was determined to drive the quality of Thai education to international levels. In collaboration with Office of the Basic Education Commission, Khurusapha (Secretariat Office of the Teacher’s Council of Thailand) and other independent committees, we organized training sessions and recognized role model teachers. Training sessions aim to introduce teachers with innovative teaching methods which can be adopted into their programs, ensuring continuous development of teaching programs that create a positive impact to the community and society. Moreover, where role model teachers are selected based on the criteria of spirit, creativity and impact on the community, the recognition for role model teachers enhances the confidence and pride for this profession.

“Remote School” Project (support the underprivileged schools)

Education is seen as the foundation to achieving sustainable growth. Recognizing this, Big C initiated a project to support education, in particular for underprivileged schools. Since 2003, Big C has supported the construction, renovation and provision of schooling equipment for over 56 schools across the nation, equivalent to more than 90 million Baht of support. In 2019, Big C conducted the renovation of school building for Wat Sawang School in Ang Thong Province, and constructed a school and library for the Boarder Police School Ban Huay Saloung in Tak Province, contributing to a total investment of 2.5 million Baht.

We believe that this investment will aid students in these remote schools to have access to better schooling equipment and learning environment, thus, growing into adults who help drive the society sustainably.

“Library for Kids” Project

Since 2010, led together with Asia Books, BJC launched the project “Library for Kids” as an investment in the future generations. We understand that promoting childhood education not only increases learning opportunities for Thai children, but also casts broader social benefits such as better health, reduces likelihood of risky behaviors in adolescents such as criminality or drug use, and increases socially engaged individuals, resulting in a positive spill-over effect where society benefits from a safer environment. Through this Project, customers are able to purchase books which they prefer to donate to school children to support their education. During 2019, we donated approximately one million Baht worth of books to ten schools in remote areas across the nation. Over the nine years of this Project, BJC has donated over 8.7 million Baht worth of books.

“Leadership for Sustainable Education Development (ConnexED)” Project

Promoting future generation’s education is a vital action required to produce excellent human resources, in order to support the sustainable growth of the nation. BJC has, therefore, collaborated with 4 schools (i.e. Wat Kai Tei School, Wat Huntra School, Baan Bouk Kruk Noi School and Wat Sodapradittharam) in three provinces to promote knowledge on self-sufficient and sustainable living through the ConnexED Project. The Project primarily takes on His Majesty the Late King Bhumibol Adulyadej’s principle of sufficiency economy as a basis for enhancing education and developing business skills. Experienced teachers from the schools as well as external experts have been invited as facilitators to share their knowledge to the students and local community. Examples of programs taught in the ConnexED Project include “Hydroponic Program (growing crops without soil)” and “Mushroom Farming for Sufficient Living”. Participants from ConnexED can, therefore, use this knowledge to build on their profession.

In addition to BJC’s commitment to supporting community development, the Project also provided us with an excellent opportunity to develop our employees’ leadership skills. Since 2016, BJC has worked towards selecting our talented employees as School Partners (SPs) for Pracharath schools, in order for them to develop action learning-based school development plans together with school principals. As a result, SPs are able to showcase their capability of being both “good” and “competent”, in addition to developing themselves as future generation leaders through their collaboration with the schools. In the meantime, schools are able to develop themselves sustainably through the support from SPs and the Project.

Now in the third year of ConnexED, the Company has invested a total of 711,150 Baht in building this new network of leaders and will continue to support this Project in the future

Reduce Community Waste through ‘Separate, and Trade “Zilk” Tissue’ Project



BJC Cellox’s *Separate, and Trade “Zilk” Tissue* initiative was originally launched back in 2016. Cellox factories located in Samut Prakarn and Prachinburi provinces collaborated with schools and the public sector within a five kilometer radius to educate children about segregating waste correctly, in accordance with the government’s “Thailand Zero Waste” ambition.

Employees of the BJC Cellox provides education on waste segregation and concept of 3Rs (Reduce, Reuse and Recycle) to students in local communities, thus, increasing the recycling rates as student follow through the practice of segregation at schools and their homes. Members of the local communities are able to trade (black and white) paper which they have separated for “Zilk” tissue paper. One kilogram of recycled paper will receive three rolls of tissue paper.

As a result of this Project, 42,877 kilograms of tissue were retrieved to the factories during 2019 and recycled as input in the production line. A total of more than 481,000 Baht was saved from reducing the consumption of virgin material. Additionally, households in the local community were able to reduce their expenses by approximately 771,000 Baht.

Since launching the initiative, it should be noted that BJC factories have also been able to nurture healthy relationships with the local community and reduce community’s concerns regarding the production process. Factories submitted official letters to the local Sub-district

Administration Organization (SAO) to confirm any concerns raised by the local community. It was evident that no complaints have been filed to the SAO.

2. Enhancing community well-being

The Company works ceaselessly to enhance each and every community we operate in. Whether it is aiding the local entrepreneurs and their products, or connecting the public with supporting services, BJC is willing to help. Highlight projects focusing on this commitment are:

“Big C Teiw Vithee Khao Thai” Program



Comparing the Big C’s sales of brown rice in 2019 to the previous year, it is noted that the sales increased by 41.68%, signifying the market’s interest and consumption of healthy brown rice. Big C has continued to support local rice farmers by offering local farmers with an outlet to retail their products. With an increase exposure, farmers are able to enhance their source of income and well-being.

As rice farmers are seen as the backbone of Thai agriculture, Big C is determined to support the growth of farmers together with Thai Society, hence encourages and promotes the consumption of local products. BJC organized a trip for Big Card members to experience first-hand the culture revolved around Thai rice. During the period of 23-25 November 2019, a group of Big Card members travelled to Kao Ruk Jung Farm in Phan District, Chiang Rai Province, to witness the fascinating journey behind to production of Thai Rice, creating an appreciation of local products. Having travelled to a rural province in Thailand, the visitors impacted the broader community by stimulating the local economy. Moving forward, Big C intends to organize similar trips to promote and strengthen other local producers as well as to encourage local tourism to support local communities.

“Job Box and Government Smart Kiosk” Initiative



BJC aspires to reduce economic inequality in our community, hence has implemented space-sharing initiatives including *Job Box* and *Government Smart Kiosk*, where designated areas in Big C super markets are intended to support the community in pursuing their careers.

Job Box enables the general public to identify available positions advertised by the Department of Employment. Connections made create jobs, brings income and increases the general well-being. Presently, BJC has installed Job Box over 143 branches nationwide with 46,870 people registered through this facility since 2018.

As for Government Smart Kiosk, the public are able to access personal data and request support from the government using their national identification card through this online platform. The kiosks provide convenient access to information such as their social security, medical rights and loaning credits. As Big C operates in many remote areas, enabling communities to access such information in their local supermarkets supports their abilities to improve their well-being. Since the start of this initiative in 2016, the kiosks have been used over 89,500 times and installed in 48 branches across Thailand.

“A Mitigate Suffering, Promote Happiness and Create a Smile for the People” Project

Since July 2009, Big C Supercenter signed a memorandum of understanding with the Ministry of Interior to support vulnerable communities through various donations. Representatives from local authorities travelled to vulnerable communities in each province across the nation to mitigate community’s worries, identify community’s needs, and create warm smiles. Through this Project, Big C has been able to engage with local communities, listening to their concerns and support those in need.

In 2019, Big C partnered with the Ministry to donate goods to 44 projects across the nation.

“Support the Cardiac Children Foundation of Thailand” Project

On the 23rd anniversary of Big C in 2016, Big C Supercenter, a retail hypermarket of BJC Group which has “The Thai retailer with customers at its heart” policy, launched “Big C giving children hearts” project. It is a fundraising for the Cardiac Children Foundation of Thailand under the Royal Patronage of H.R.H. Princess Galayani Vadhana Krom Luang Naradhiwas Rajanagarinda to support heart surgery in children. Due to the fact that more than 8,000 newborn babies in Thailand are born with heart problems, and more than half of them are required to have a surgery. Moreover, having low income or living in remote community can be factors of missing the opportunity to get a surgery. The support will be spent in heart surgery for children by the Foundation; consequently, children will be cured from heart disease, have quality life, and grow to be great and valued citizens for the nation.

Form of activity

1. Support operating budget by donating to the Cardiac Children Foundation of Thailand
2. Support product and corporate with heart disease examination department which provides check-up in rural areas. The product that we support are pencil case, toothbrush, milk, snack and beverage etc.





CSR	Performance	Proposed Target	Target Year
	2562		
Helping children to get heart disease examination in rural areas	460 persons	1,000 persons	2022

3. Supporting and promoting religion and cultural heritage

BJC has been part of the Thai society for an extended period of time, growing and supporting each other. As religion and cultural heritage has a strong presence in Thailand, it is an essential trait which BJC is committed to enduring. In 2019, we supported this commitment through the following projects:

Supporting Religious Institution and Cultural Heritage

In many areas of Thailand, communities still revolve significantly around temples and religious institutions, regardless of their generation. BJC, therefore, aspires to be an active member of society by supporting and instilling foundational knowledge about nation, religion and the monarchy. Building this understanding encourages the community to be respectful and empathetic to others.

The Company has contributed to numerous projects including publishing Islamic calendars, funding religious education for over 400 monks, supporting the royal institution, and hosting communal activities with temples. BJC continuously aims to strengthen our relationship with the local community such that they have confidence in the Company and work with us to grow sustainably.

Previously, the common practice method of supporting and developing communities were through the provision of charitable donations. However, with BJC's long-term vision to create value within society, the combination between philanthropic funding and community project implementation has been initiated. In 2019, we made a total of 36,714,159.49 million Baht of corporate citizenship/philanthropic contributions. They can be divided into the following groups:

BJC's Corporate Citizenship/Philanthropic Contributions

Type of Contribution	Baht
Cash contributions	19,805,159.33
Employee volunteering during paid working hours	580,395.00
In-kind giving	3,225,267.16
Management overheads	13,103,338.00

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102-49	Changes in reporting	Not applicable as this is our first sustainability report.
102-50	Reporting period	About this Report
102-51	Date of most recent report	Not applicable as this is our first sustainability report.
102-52	Reporting cycle	About this Report
102-53	Contact point for questions regarding the report	About this Report
102-54	Claims of reporting in accordance with the GRI Standards	About this Report
102-55	GRI content index	GRI Content Index and SDGs
102-56	External assurance	This report has not yet been externally assured. We plan to have external assurance for our next sustainability report in 2020.

Environmental Performance Data						
GRI Standard	Performance	Unit	2016	2017	2018	2019
Materials						
301-2	Total input materials used	Tonne	33,309.33	38,976.81	42,877.72	48,796.18
	Recycled input materials used	Tonne	15,258.36	18,673.57	22,201.48	29,753.34
Energy						
302-1	Total energy consumption within the organization	MWh	2,644,036.94	2,717,240.19	2,978,095.83	3,099,159.63
	Total non-renewable energy consumption within the organization	MWh	2,643,964.16	2,717,167.41	2,976,038.84	3,074,834.23
	Natural gas	MWh	1,309,070.66	1,331,625.40	1,483,630.93	1,517,531.26
	LPG	MWh	15,554.39	14,946.30	27,924.58	30,292.49
	Diesel	MWh	2,573.29	3,393.28	3,211.77	3,493.18
	Fuel oil	MWh	45,361.12	45,299.65	33,984.44	35,602.99
	Electricity consumption	MWh	1,268,838.17	1,319,588.81	1,423,271.73	1,485,063.00
	Steam consumption	MWh	2,566.53	2,313.98	4,015.38	2,851.31
	Total renewable energy consumption within the	MWh	72.78	72.78	2,056.99	24,325.40

Environmental Performance Data						
GRI Standard	Performance	Unit	2016	2017	2018	2019
	organization					
	Biodiesel	MWh	72.78	72.78	72.78	72.78
	Solar energy	MWh	0	0	1,984.21	24,252.62
Water						
303-3	Total water withdrawal (all areas)	MI	9,382.18	9,851.74	10,049.88	11,090.85
	Freshwater withdrawal from surface water source	MI	85.33	100.01	71.98	76.26
	Freshwater withdrawal from groundwater source	MI	193.30	177.34	185.59	182.99
	Freshwater withdrawal from third-party source	MI	9,103.55	9,574.39	9,792.31	10,831.61
303-4	Total water discharge (all areas)	MI	7,047.33	7,409.88	7,668.85	7,984.70
	Water discharge to surface water	MI	6,612.57	6,978.83	7,146.44	7,706.03
	Water discharge to third-party water e.g.	MI	434.75	431.05	522.42	547.09

Environmental Performance Data						
GRI Standard	Performance	Unit	2016	2017	2018	2019
	municipal wastewater treatment, public or private wastewater treatment plants, etc.					
303-5	Total water consumption (all areas)	MI	2,334.78	2,441.77	2,380.94	3,106.05
Emissions						
305-1	Total direct GHG emissions (scope 1)	Tonne CO ₂ equivalent	340,658.00	356,894.00	397,760.00	410,082.00
305-2	Total indirect GHG emissions from energy purchased and consumed (scope 2)	Tonne CO ₂ equivalent	692,986.00	699,195.00	702,006.00	729,029.00
Waste						
306-2	Total waste generated	Tonne	41,443.37	50,175.51	58,194.91	56,360.93
	Total hazardous waste generated	Tonne	8,813.83	3,754.40	3,780.89	2,125.08
	Reuse	Tonne	0	13.24	0	0

Environmental Performance Data						
GRI Standard	Performance	Unit	2016	2017	2018	2019
	Recycling	Tonne	60.60	30.85	330.22	29.56
	Recovery, including energy recovery	Tonne	1,201.54	794.18	395.89	543.13
	Incineration	Tonne	551.23	348.15	233.61	1,269.44
	Landfill	Tonne	48.02	65.64	87.43	270.05
	Other management methods, including chemical treatment (only in 2016), fuel blending, and through government agencies	Tonne	6,952.43	2,502.34	2,733.75	12.91
	Total non-hazardous waste	Tonne	32,629.54	46,421.12	54,414.02	54,235.85
	Reuse	Tonne	13.75	274.43	327.69	537.46
	Recycling	Tonne	10,833.86	19,404.19	24,079.56	20,286.03
	Composting	Tonne	618.29	257.50	314.22	2,056.22
	Recovery, including energy recovery	Tonne	3,285.62	4,884.71	2,639.50	1,957.68
	Incineration	Tonne	89.08	322.36	116.43	114.29

Environmental Performance Data						
GRI Standard	Performance	Unit	2016	2017	2018	2019
	Landfill	Tonne	6,570.14	15,506.21	19,776.19	20,226.15
	Other management methods, including selling to third parties, fuel blending, and through government agencies	Tonne	11,218.80	5,771.71	7,160.44	9,058.02

Occupational Health and Safety Performance Data						
GRI Standard	Performance	Unit	2016	2017	2018	2019
Work-related Injuries						
403-9	The number of hours worked					
	Employees	Hour	58,817,822.86	85,760,443.65	91,777,060.35	96,707,085.33
	Contractors	Hour	23,845,702.82	27,117,223.23	27,243,865.98	28,862,585.67
	Number of fatalities as a result of work-related injury					
	Employees	Case	0	0	1	0
	Contractors	Case	0	0	0	0
	Rate of fatalities as a result of work-related injury					
Employees	Case/1,000,000 hours worked	0.00	0.00	0.01	0.00	

Occupational Health and Safety Performance Data						
GRI Standard	Performance	Unit	2016	2017	2018	2019
	Contractors	Case/ 1,000,000 hours worked	0.00	0.00	0.00	0.00
Number of high-consequence work-related injuries						
	Employees	Case	11	7	2	4
	Contractors	Case	3	0	7	1
Rate of high-consequence work-related injuries						
	Employees	Case/ 1,000,000 hours worked	0.19	0.08	0.02	0.04
	Contractors	Case/ 1,000,000 hours worked	0.13	0.00	0.26	0.03
Number of recordable work-related injuries						
	Employees	Case	311	293	287	290
	Contractors	Case	38	42	41	42
Rate of recordable work-related injuries						
	Employees	Case/ 1,000, 000 hours work ed	5.29	3.42	3.13	3.00
	Contractors	Case/ 1,000, 000	1.59	1.55	1.50	1.46

Occupational Health and Safety Performance Data						
GRI Standard	Performance	Unit	2016	2017	2018	2019
		hours worked				
Loss Time Injury Frequency Rate (LTIFR)						
	Employees	Case/1,000,000 hours worked	4.03	2.52	2.45	2.26
	Contractors	Case/1,000,000 hours worked	1.34	0.70	0.66	0.87
Occupational Disease Rate (ODR)						
	Employees	Case/1,000,000 hours worked	0.09	0.00	0.00	0.05

Human Resources Performance Data										
GRI Standard	Performance	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
Organizational Profile										
102-7		Person	35,800		37,954		40,294		40,491	

Human Resources Performance Data										
GRI Standard	Performance	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
	Total employees	Person	15,603	20,197	16,536	21,418	17,305	22,989	16,802	23,689
102-8	Employees by Employment Contract									
	Total employees with permanent contracts	Person	35,063		37,157		39,513		39,640	
		Person	15,364	19,699	16,274	20,883	17,066	22,447	16,516	23,124
	Total employees with temporary contracts	Person	737		797		781		851	
		Person	239	498	262	535	239	542	286	565
	Employees by Employment Type									
	Total full-time employees	Person	30,989		33,232		34,855		35,428	
		Person	13,429	17,560	14,435	18,797	15,083	19,772	14,943	20,485
	Total part-time employees	Person	4,811		4,723		5,439		5,063	
		Person	2,174	2,637	2,102	2,621	2,222	3,217	1,859	3,204
Employment										
401-1	New employee hires									
		Person	24,119		33,917		40,043		36,205	

Human Resources Performance Data

GRI Standard	Performance	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
	Total new employee hires	Person	10,452	13,667	14,272	19,645	16,254	23,789	13,396	22,809
		%	29	38	38	52	40	59	33	56
New employee hires by age group										
<30 years	Person		8,448	10,545	11,471	14,873	13,130	18,027	10,702	17,391
		%	24	29	30	39	33	45	26	43
30 - 50 years	Person		1,989	3,110	2,744	4,714	3,085	5,719	2,655	5,368
		%	6	9	7	12	8	14	7	13
>50 years	Person		15	12	57	58	39	43	39	50
		%	0	0	0	0	0	0	0	0
Employee turnover										
Total employee turnover	Person		22,542		27,417		31,778		30,439	
			9,892	12,650	11,408	16,009	13,055	18,723	11,738	18,701
		%	28	35	30	42	32	46	29	46
Employee turnover rate by age group										

Human Resources Performance Data

GRI Standard	Performance	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
	<30 years	Person	7,525	9,478	8,778	11,737	10,120	14,049	8,912	13,851
		%	21	26	23	31	25	35	22	34
	30 - 50 years	Person	2,328	3,134	2,574	4,199	2,897	4,603	2,783	4,774
		%	7	9	7	11	7	11	7	12
	>50 years	Person	39	38	56	73	38	71	43	76
		%	0	0	0	0	0	0	0	0
Training and Education										
404-1	Average training hours of employees	Hour	50		74		100		89	
		Hour	52	50	70	80	92	110	79	100
Average training hours of employees by employee category										
	Top Management	Hour	29		80		80		6	
	Management	Hour	1,070		763		763		31	
	Junior Management	Hour	30		25		25		39	
	Supervisor	Hour	17		18		18		36	
	Officer	Hour	50		76		76		91	

Human Resources Performance Data

GRI Standard	Performance	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
Diversity and Equal Opportunity										
405-1	Employees by age									
	<30 years	Person	7,101	9,033	7,671	9,625	8,309	10,767	7,852	11,075
		%	20	25	20	25	21	27	19	27
	30 - 50 years	Person	7,721	10,235	8,039	10,793	8,166	11,197	8,108	11,556
		%	22	29	21	28	20	28	20	29
	>50 years	Person	781	929	826	1,000	830	1,025	842	1,058
		%	2	3	2	3	2	3	2	3
	Employees by employee category									
	Top Management	Person	15	17	32	24	29	27	31	26
		%	0	0	0	0	0	0	0	0
	Management	Person	142	111	220	199	207	159	210	151
		%	0	0	1	1	1	0	1	0
	Junior Management	Person	360	390	473	557	415	405	428	403
		%	1	1	1	1	1	1	1	1

Human Resources Performance Data

GRI Standard	Performance	Unit	2016		2017		2018		2019	
			Male	Female	Male	Female	Male	Female	Male	Female
	Supervisor	Person	1,320	1,292	1,321	1,306	1,305	1,189	1,370	1,244
		%	4	4	3	3	3	3	3	3
	Officer	Person	13,766	18,387	14,490	19,332	15,349	21,209	14,763	21,865
		%	38	51	38	51	38	53	36	54



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