

SUSTAINABILITY REPORT 2025

Responsible Growth with *Purpose.*

Better Living Joint Success Caring for Community

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Message from the CEO



“In 2025, Berli Jucker Public Company Limited (BJC) marks its 143rd year of operation. Sustaining an enterprise across generations requires more than expansion — it demands stewardship, adaptability and a deep responsibility toward society.”

Under this year’s theme **“Responsible Growth with Purpose”**, we reaffirm that long-term competitiveness begins with people. As Thailand transitions into an aging society, the strength of our nation will increasingly depend on the quality, adaptability and wellbeing of its workforce. We believe that human capital is not only the foundation of sustainable business performance, but also a critical pillar of national competitiveness.

BJC is therefore committed to fostering lifelong learning, multi-generational workforce readiness, leadership development and equitable access to opportunity across our value chain. By investing in people — our employees, partners, suppliers and communities — we strengthen productivity, resilience and inclusive economic participation for the future.

Culture as the Backbone of Responsible Execution

To translate purpose into measurable outcomes, we strengthened our corporate foundation through the evolution of our **3C culture — Cultivate, Commitment and Challenge**.

- **Cultivate** reflects our dedication to nurturing people, partnerships and long-term trust.
- **Commitment** reinforces disciplined governance, ethical conduct and environmental stewardship.
- **Challenge** drives innovation, operational excellence and resilience amid change.

The 3C culture ensures that sustainability is embedded in daily decision-making across our organization, from strategic planning to frontline operations.

Inclusive Growth Across an Integrated Value Chain

As a vertically integrated enterprise spanning packaging, consumer goods, modern retail, healthcare and technical services, our responsibility extends across the full value chain. We are building an ecosystem where SMEs, farmers and local entrepreneurs can access modern trade platforms, knowledge and stable demand, enabling them to grow alongside us.

At the same time, we continue advancing initiatives that promote health, wellbeing and age-responsive product innovation to support evolving demographic needs. We firmly believe that when people are empowered with capability, dignity and opportunity, sustainable growth becomes enduring — for both business and society.

Our commitment to equity and inclusion continues to be externally recognized. In 2025, BJC was ranked 1st in Thailand and 4th in the world for workplace equality by Equileap. We view this recognition not as an endpoint, but as affirmation of our ongoing responsibility to build an inclusive and opportunity-driven organization.

Governance, Climate Leadership and Long-Term Resilience

Responsible Growth with Purpose also requires disciplined governance and environmental accountability. In 2025, BJC achieved the world's highest score in the Dow Jones Sustainability Indices (DJSI) for the fourth consecutive year and maintained inclusion in the FTSE4Good Emerging Index series, while receiving the highest AAA rating in the SET ESG Ratings. These recognitions reflect the strength of our governance framework, risk management discipline and transparent ESG integration.

In climate action, BJC was recognized with an A List rating for Climate Change by CDP, affirming the robustness of our emissions management and climate governance. We continue advancing structural decarbonization, including investments in electric furnace technology within our glass packaging operations.

As regulatory expectations evolve — including preparations toward Extended Producer Responsibility (EPR) frameworks — we are strengthening traceability, packaging circularity and lifecycle accountability across our operations. These efforts are driven not only by compliance readiness, but by our commitment to long-term resilience and responsible industrial transformation.

As we enter our 143rd year, we remain mindful that sustainable leadership is built on empathy, discipline and shared progress. We are grateful for the continued trust of our employees, partners, customers and communities.

We will continue strengthening people, systems and partnerships — building enduring value for generations to come.



Mrs. Thapanee Techajareonvikul
Chief Executive Officer and President of Berli Jucker Public Company Limited



“Retail is undergoing structural transformation driven by digital integration, data intelligence and evolving consumer expectations. In this environment, retail must evolve beyond a network of stores into a connected platform that combines efficiency, accessibility and sustainability.”

Aligned with the Group’s theme **“Responsible Growth with Purpose”**, Big C Supercenter Public Company Limited (Big C) is advancing toward becoming a future-ready retail platform that enables seamless omnichannel experiences, enhances supply chain visibility and delivers affordability with greater operational discipline.

Building the Future of Retail Infrastructure

We continued expanding our multi-format store network while carefully optimizing our portfolio to ensure long-term efficiency and relevance. Growth is defined not by scale alone, but by resilience and strategic focus.

In 2025, we strengthened our logistics backbone through the launch of a new dry goods Distribution Center in Bang Pa-In and expanded our Out-of-Store Sales Hubs (OSX Hubs) to 75 locations nationwide. These investments enhance omnichannel capabilities and reinforce supply chain reliability across Thailand and the region.

Scaling Renewable Energy and Operational Transformation

Big C continued the rollout of **Solar Rooftop Phase 7**, extending renewable energy installations to more than 500 stores nationwide. This large-scale deployment reduces operational emissions while improving long-term energy resilience.

We also expanded the adoption of electric vehicles within our logistics operations and increased EV charging infrastructure, contributing to Thailand’s transition toward cleaner mobility. Across our stores, structured waste management programs and energy efficiency initiatives continue to strengthen environmental performance.

Retail as a Platform for National Economic Resilience

Beyond commercial performance, we recognize retail as a vital economic infrastructure for Thailand. Our nationwide presence supports food security, enhances price accessibility for households and provides stable market access for Thai farmers, SMEs and community enterprises.

Through direct procurement programs and expanded collaboration with Scholars of Sustenance (SOS) across 64 stores, we reduce food waste while strengthening community support systems. By combining scale, technology and responsible sourcing, Big C contributes to Thailand's transition toward a low-carbon, digitally enabled and inclusive economy.

Retail leadership requires vision, consistency and care. Together with our employees, suppliers and customers, we will continue delivering responsible value every day — strengthening trust across every store and every community we serve.



Mr. Aswin Techajareonvikul
Chief Executive Officer and President of Big C Supercenter Public Company Limited



Sustainability
Recognitions 2025

In 2025, Berli Jucker Public Company Limited (BJC) continued to demonstrate strong leadership in sustainability through several prestigious international recognitions.



Dow Jones Sustainability Indices (DJSI)

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



Carbon Disclosure Project (CDP)

In 2025, BJC received a **CDP rating of A**, recognizing the Company's leadership in climate change management, transparency and environmental performance.

MSCI ESG Ratings

BJC maintained its AA rating from MSCI ESG Research in 2025, reaffirming its strong performance in managing ESG risks and opportunities compared with global peers.



FTSE4Good Emerging Indices

BJC remained a constituent of the FTSE4Good Emerging Indices and the FTSE4Good ASEAN 5 Index for the fifth consecutive year, reflecting its continued alignment with internationally recognized ESG standards.



SET ESG Ratings

In 2025, BJC improved its SET ESG Rating from AA to AAA, awarded by the Stock Exchange of Thailand (SET). The upgrade reflects the Company's strengthened sustainability performance and continued integration of ESG principles across its operations.



Equileap Ranking

BJC was recognized for its strong commitment to gender equality, ranking #1 in Thailand and #4 globally among emerging market companies in the Equileap Gender Equality Ranking. This recognition reflects BJC's leadership in advancing Diversity, Equity and Inclusion while fostering equal opportunities in the workplace.





Vision, Mission and Strategic Direction 2022-2026

VISION

Your Trusted Partner for a Sustainable Better Living

OUR MISSION

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

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

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

Operational Excellence & Financial Discipline

Smart Ecosystem

High Performance Culture

Corporate
Culture & Values

BJC Culture 3C



Cultivate



Commitment



Challenge

Cultivate

The success of an organization stems from the power of creativity and the collective drive of employees at all levels who share the same goal. Strong relationships are built on care, trust and given opportunities for growth, fostering a culture of coaching and actively listening to diverse voices to find common ground. We nurture an environment where people feel supported, respected and encouraged to contribute their ideas. This approach is like planting high-quality seeds, nurturing them to grow continuously and sustainably, ensuring long-term success.

Coaching | Relationship | Inclusive

Commitment

Customers and business partners recognize our professionalism through our commitment to keeping promises and upholding integrity, both legally and ethically. We are dedicated to giving back to society, protecting the environment, and contributing to community development at all levels. We operate with clarity and honesty, remain accountable for our actions, and strengthen confidence through consistent, responsible practices. This fosters a strong sense of responsibility and accountability in all our actions.

Customer | Community | Integrity

Challenge

An organization grows sustainably when every employee challenges their own limits, stays knowledgeable about the business and industry, and remains ready to compete. Continuous self-improvement and a commitment to enhancing work performance are essential to driving long-term success. We empower teams to anticipate change, recognize emerging risks and opportunities, and take informed actions that advance the organization's progress.

Status Quo | Competitive Landscape | Continuous Improvement

Organization Overview

Growing Sustainability Together Across Our Value Chain

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

BJC Big C operates across eight countries, covering Thailand, Myanmar, Malaysia, China, Vietnam, Lao PDR, Cambodia and Hong Kong.

THAILAND

11	Factories
14	Distribution centers
28,953	Retail stores
6,042	Trucks
131,123	MT&TT outlets coverage
194	Small retail distribution network

VIETNAM

7	Factories
8	Distribution centers
3,530[1]	Retail stores
270	Trucks
111,612	MT&TT outlets coverage

LAO PDR

64[2]	Retail stores
1	Distribution center
5	Trucks

CAMBODIA

1	Factory
22	Retail stores

MALAYSIA

2	Factories

CHINA

1	Representative office

MYANMAR

1	Representative office

HONG KONG

20	Retail stores



Note: [1] MMVN, Gia Tot owned by TCC and operated by BJC Big C
[2] Big C Mini stores in Laos are owned and operated by third parties licensed under "Big C Mini" trademark which is owned by BJC Big C

Performance Overview 2025

Total revenue:
154,020 MB

Net profits:
4,011 MB

61,572
total employees within the BJC Group across 8 countries*

	Total	Thailand	Vietnam	Cambodia	Laos	Malaysia	China	Hong Kong	Myanmar
BJC & Sub	11,185	8,105	2,508	14	-	557	-	-	1
Big C & Sub	50,387	45,340	4,157	262	451	-	7	170	-
Grand Total	**61,572**	**53,445**	**6,665**	**276**	**451**	**557**	**7**	**140**	**1**

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

Sales Contribution from Supply Chains in 2025:

Berli Jucker Public Company Limited and its subsidiaries (hereafter "BJC") have been shaping sustainable business practices for 143rd years, fostering a positive impact across communities through our diverse operations. BJC's business model is built on four core supply chains, each playing a crucial role in fulfilling the daily needs of millions of consumers while advancing our commitment to sustainability.

16%

Packaging Supply Chain

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

14%

Consumer Supply Chain

As a leading manufacturer of household and personal care products, BJC continues to drive sustainability in consumer goods. Iconic brands such as Tasto, Dozo, Cellox and Parrot reflect our commitment to delivering high-quality products while integrating responsible sourcing, packaging reduction and waste management initiatives. Our consumer supply chain also includes efficient logistics solutions, ensuring seamless product distribution while reducing carbon emissions.

64%

Modern Retail Supply Chain

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

6%

Healthcare and Technical Supply Chain

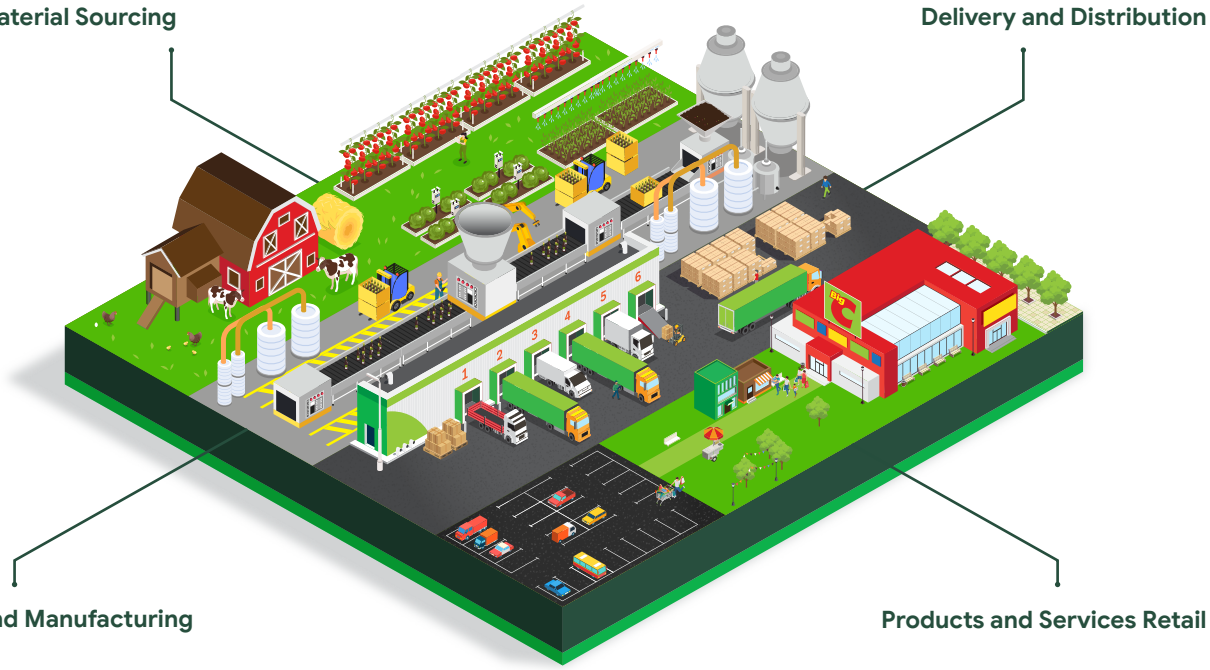
BJC has been a key player in importing and distributing modern medicines, medical supplies and healthcare technologies across Thailand. Through brands like Pure, we support national healthcare systems, ensuring greater access to quality healthcare solutions. Additionally, our technical supply chain provides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

BJC Group's Value Chain

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

BJC's value chain spans upstream sourcing from local and international suppliers; midstream activities including product development, manufacturing, logistics and distribution; and downstream engagement with retail customers, B2B clients, hospitals and consumers across Thailand and the CLMV region. It covers a wide range of activities, products, services and markets, supported by a multi-tier supply chain involving raw material suppliers, packaging manufacturers and third-party logistics providers, as well as downstream entities whose purchasing, consumption and service delivery activities contribute to BJC's value creation.

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



Raw Material Sourcing

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

R&D and Manufacturing

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

Packaging Solutions

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

Consumer Goods

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

Delivery and Distribution

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

Products and Services Retail

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

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

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

Healthcare and Technical Business

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

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

BJC Group's Value Chain – Infrastructure & Fleet Disclosure

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

Table 1. Retail & Distribution Facilities

Facility Type	Entity	Ownership Status	Area (sq.m.)
Retail Space (Thailand)	Big C	Owned	1,254,467
Distribution Center	BJC	Owned	103,757
Distribution Center	BJC	Third Party	34,050
Distribution Center	Big C	Owned	169,000
Distribution Center	Big C	Third Party	13,000

Table 2. Commercial Fleet Vehicles

Fleet Category	Number of Vehicles	Annual Distance Travelled (km.)
BJC-Owned Vehicles	18	115,184
Third-Party Vehicles used by BJC	1,577	7,140,168
Third-Party Vehicles used by Big C	1,405	130,550,271

Customer and Stakeholder Support

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

Empowering Regional Development

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

Stakeholders BJC's Value Chain

Stakeholders	Sourcing Manufacturing	Delivery and Distribution	Operation	Sale of Product and Service
Farmer/SMEs, Large-Scale Entrepreneurs	•			•
Customer and Consumers		•	•	•
Shareholders/Investors			•	•
Employees		•	•	•
Business Partners	•			•
Suppliers/Vendors/Subcontractors	•	•		•
Government/Regulators	•	•	•	•
Community/Environment	•	•	•	•
Media	•			•
Internal Committee		•	•	•
Rental Property Owner/Creditors	•		•	•

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

Other Relevant Business Relationships

In addition to its core operations, BJC maintains several key business relationships that support its value chain, operational efficiency and long-term growth.

- **Strategic Logistics Partnerships**
  BJC collaborates with logistics partners such as DHL Supply Chain Thailand to enhance distribution efficiency, optimize inventory management and support scalable operations across the region. This partnership represents a significant development in 2025, strengthening BJC's supply chain capabilities in line with international standards.

- **Strategic Influence**
  BJC is part of the TCC Group ecosystem, which plays a significant role in shaping strategic direction, investment priorities and business expansion.

- **Supplier and Contractor Network**
  BJC works with a wide network of suppliers, vendors and subcontractors, including local SMEs and international partners. These relationships are critical to ensuring product availability, quality standards and responsible sourcing practices across the value chain.

- **Government and Regulatory Engagement**
  BJC engages with government authorities and regulators across the countries in which it operates, particularly in areas related to healthcare distribution, retail operations and compliance with environmental and product safety regulations.

- **Industry and Stakeholder Engagement**
  The Company participates in industry platforms, ESG initiatives and stakeholder engagement mechanisms to align with best practices and contribute to broader sustainability goals.

These relationships are regularly reviewed and managed to ensure alignment with BJC's sustainability commitments and business objectives.

Key Developments and Changes in 2025

This section outlines key developments and significant changes in BJC's operations, value chain and business relationships during the reporting period, in alignment with GRI 2-6 requirements. These include business expansion, supply chain enhancements and strategic partnerships that have materially influenced the Company's operational structure and value creation.

In 2025, BJC Big C continued to strengthen its sustainability performance through a combination of environmental leadership, inclusive business expansion and strong governance practices. The Company's key developments reflect its commitment to delivering long-term value while addressing material ESG priorities, including climate action, human capital development, responsible supply chain management and inclusive economic growth.

1. Environmental Performance and Climate Leadership

BJC was recognized for its strong environmental performance and commitment to climate action through multiple international benchmarks. The Company achieved an **"A List" rating from CDP in Climate Change**, reflecting robust greenhouse gas (GHG) management, increased use of renewable energy and proactive climate risk governance. In addition, BJC was recognized as a **Climate Action Leader by AFMA Asia**, highlighting its contribution to advancing SDG 13 (Climate Action) through concrete environmental initiatives.

During the year, BJC also advanced its operational efficiency and supply chain optimization. The successful launch of a new ambient distribution center in Bang Pa-In represents a significant operational change, enhancing inventory management and logistics efficiency. Furthermore, the Company's collaboration with DHL Supply Chain Thailand reflects a strengthening of business relationships within the value chain, supporting more efficient and scalable operations. Furthermore, the Company's **collaboration with DHL Supply Chain Thailand** marked a significant step toward strengthening logistics capabilities in line with international standards, while laying the foundation for more efficient and scalable operations to support future growth.

These developments demonstrate BJC's continued focus on integrating environmental considerations into core business operations, particularly in areas with high impact such as energy use, logistics and supply chain management.

2. Social Impact and Inclusive Business Growth

The expansion of new hypermarkets represents a significant change in the Company's operational footprint, increasing market presence and enhancing access to goods and services across key regions. The opening of new hypermarkets, including **Bluport Hua Hin** and **Phoenix Pratunam**, along with continued expansion across multiple store formats, reflects the Company's commitment to improving accessibility to affordable products for diverse customer segments across urban and regional areas. This expansion contributes to local economic development, job creation and increased convenience for communities.

In response to demographic shifts, particularly the aging population, BJC launched new product lines under the **"aigis" brand**, designed specifically for senior consumers. These products focus on gentle care and skin health, representing the Company's approach to inclusive product innovation that addresses evolving consumer needs and promotes wellbeing.

The Company also strengthened its healthcare-related services through the establishment of **B-MED X Clinic**, expanding access to preventive healthcare and wellness services. This initiative supports both employees and the broader community, reinforcing BJC's role in promoting health and quality of life.

In addition, BJC continued to enhance its engagement with customers and stakeholders through digital platforms. Recognition at the **Thailand Social Awards** reflects the Company's ability to effectively communicate and connect with stakeholders through localized and innovative digital strategies, supporting transparency, accessibility and customer-centric service delivery.

BJC's commitment to its workforce was further validated by multiple recognitions, including the **HR Asia Best Companies to Work for in Asia** and the **Thailand People Management Award (Gold Level)**. These awards highlight the Company's strong human capital management practices, employee engagement and focus on workplace wellbeing.

Governance, Recognition and Market Confidence

BJC maintained strong governance standards and continued to receive recognition from leading ESG and capital market institutions. The Company was awarded an **AAA rating in the SET ESG Ratings 2025** and retained its position in the **S&P Sustainability Yearbook** for the sixth consecutive year, including achieving the **No. 1 global ranking in the Food & Staples Retailing category for four consecutive years**. These recognitions underscore BJC's consistent performance in sustainability management and transparency.

The Company also received the **Best Investor Relations Officer (Mid-cap)** award at the IR Magazine Southeast Asia Awards 2025, reflecting its commitment to high-quality disclosure, stakeholder communication and investor engagement. Additional external recognitions, including rankings in **Fortune Southeast Asia 500, WorkVenture Top 50 Companies in Thailand and Thailand's Most Admired Company by BrandAge**, further reinforce BJC's strong corporate reputation, talent attractiveness and competitive positioning. While these recognitions are not direct measures of ESG performance, they support stakeholder confidence in the Company's long-term value creation capability.

Operational Excellence and Future-Ready Growth

To support the rapid growth of e-commerce and evolving consumer behavior, BJC expanded its network of **Out-of-Store Sales Hubs (OSX Hubs)**, reaching 75 locations nationwide. The expansion of OSX Hubs represents a significant enhancement in distribution channels, strengthening last-mile delivery capabilities and transforming the Company's omni-channel operations.

Overall, BJC's developments in 2025 reflect a holistic approach to sustainability — integrating environmental responsibility, social inclusion and strong governance into its business strategy. By aligning operational improvements with ESG priorities and maintaining strong stakeholder trust, the Company continues to position itself for resilient and sustainable long-term growth.

These developments are aligned with BJC's **"Responsible Growth with Purpose"** approach, ensuring that business expansion and operational improvements are achieved alongside positive environmental and social outcomes.



Energy Management

Significance and Exposure

Energy is a highly significant aspect for Berli Jucker Public Company Limited (BJC) due to its direct relevance to the company's operational performance, cost structure and environmental impact. BJC's diversified business portfolio, including packaging, consumer products, modern retail and healthcare and technical supply chain, relies heavily on energy to support core activities such as production processes, operation of glass furnaces, refrigeration, transportation and retail facility management. As a result, energy consumption represents a significant proportion of total operating expenses and is a major contributor to Scope 1 and 2 GHG emissions.

BJC is exposed to a range of energy-related risks. These include volatility in energy prices, particularly electricity and fuel, which may affect cost competitiveness and financial performance. The Company is also subject to evolving regulatory requirements, such as energy efficiency standards, climate-related regulations, and potential carbon pricing mechanisms, which may increase compliance costs and require continuous improvement in energy performance and disclosure.

In addition, BJC faces transition risks associated with the global shift toward a low-carbon economy. These include the need for ongoing investment in energy-efficient technologies, renewable energy systems and infrastructure modernization. Operational constraints, such as limited space for on-site renewable energy installations and challenges in integrating new technologies into existing facilities, may affect the pace and scalability of these initiatives.

Despite these challenges, energy management presents significant opportunities. Improving energy efficiency can reduce operating costs and enhance resource productivity, while the adoption of renewable energy can lead to lower GHG emissions and strengthened energy security. Furthermore, the integration of digital technologies enables more effective monitoring, analysis and optimization of energy consumption across business units.

Effective energy management is therefore critical not only for environmental performance but also for maintaining cost competitiveness and operational resilience across BJC's diversified business portfolio.

Management Approach

BJC is committed to managing energy efficiently to support both business performance and environmental sustainability. The Company operates in alignment with its Environmental Management Policy and internationally recognized standards, such as ISO 50001 Energy Management Systems, which provide overarching guidance for energy and climate-related practices across all business units. These frameworks emphasize continuous improvement, efficient resource utilization, the reduction of non-renewable energy consumption, the promotion of alternative and renewable energy sources, and the integration of energy considerations into business decision-making processes. This approach reflects BJC's commitment to **"Responsible Growth with Purpose"**, ensuring that energy management supports sustainable business growth while minimizing environmental impact.

The Company's energy commitments support the global transition toward a low-carbon economy and are aligned with international climate goals, including efforts to limit global warming to 1.5°C. These commitments are informed by regulatory developments, industry practices and stakeholder expectations, ensuring that energy management remains responsive to both business needs and broader sustainability priorities.

In 2021, BJC established a target focused on energy management to reduce non-renewable energy consumption by 15% by 2032, using 2021 as the base year. In parallel, the Company aims to increase the share of renewable and low-carbon energy sources across its operations, supporting its transition toward a low-carbon economy.

To achieve and measure progress, BJC has implemented energy efficiency and energy reduction initiatives to optimize energy use across its operations. These include process improvements, investment in energy-efficient technologies, and the increased use of renewable energy solutions. Regular monitoring of energy consumption is conducted to ensure effective oversight and to identify opportunities for continuous improvement.

In addition, BJC places strong emphasis on employee training and awareness across all operational levels to promote energy efficiency. The Company provides ongoing training programs, communication campaigns and engagement initiatives to enhance employees' understanding of energy conservation practices and their role in supporting the company's energy target. This approach fosters a culture of shared responsibility and encourages behavioral changes that contribute to more efficient energy use across the organization.

TARGET TO REDUCE NON-RENEWABLE ENERGY CONSUMPTION BY 15% BY 2032

Performance Highlights

Indicator	Unit	Performance
Total Energy Consumption	MWh	2,915,232
	GJ	10,494,836
Total Non-Renewable Energy Consumption	MWh	2,781,015
	GJ	10,011,654
Total Renewable Energy Consumption	MWh	134,217
	GJ	483,182
Energy Intensity (Total Energy Consumption per revenue*)	MWh	18.93
	GJ	68.14

*Million Baht

Energy consumption is calculated in accordance with internationally recognized methodologies, with conversion factors applied consistently across all operations. Energy data includes both fuel consumption and purchased electricity, with breakdowns by renewable and non-renewable sources to ensure transparency and comparability of performance over time.

The Company's energy intensity ratio includes all forms of energy consumed within its operations. This encompasses both direct and indirect energy sources, including fuel consumption (such as natural gas, diesel and fuel oil), purchased electricity, and thermal energy in the form of steam.

A detailed breakdown of energy targets and consumption data is available in Sustainability Performance Report.

Energy Management Programs

Energy audits to identify opportunities for improving energy performance

As part of BJC's commitment to reducing the use of non-renewable energy, BJC conducts comprehensive energy audits to identify opportunities for improving energy performance and energy conservation potential across all levels of operation. The audits follow a systematic methodology that includes the inspection and analysis of significant energy consumption to detect energy losses and establish corrective actions. Key evaluation criteria include total energy use, hours of operation and the technical and operational potential for improvement, consistent with ISO 50001's requirements for energy performance indicators and baselines.

Assessments are conducted across three organizational levels:

- At the organizational level, data is compiled on energy consumption related to electrical systems, core production or service activities, and supporting infrastructure over a 12 month reporting period.
- At the product or service level, energy performance is evaluated through process analysis and the calculation of Specific Energy Consumption, enabling benchmarking and process-level optimization.
- At the equipment level, significant energy-consuming assets are analyzed to determine efficiency, identify operational losses and prioritize areas for retrofit or replacement.

In addition to operational energy use, BJC recognizes the importance of managing energy consumption across its value chain. The Company is in the process of assessing significant energy use in upstream and downstream activities, including transportation, distribution and logistics. Efforts are underway to enhance data availability and improve visibility of value chain energy impacts in alignment with evolving reporting requirements.

Energy Reduction Target



REDUCE NON-RENEWABLE ENERGY CONSUMPTION BY 15%



ACCUMULATED REDUCTION IN NON-RENEWABLE ENERGY CONSUMPTION OF MORE THAN 60,000 MWh



REPRESENTS 16% OF BJC'S AMBITIOUS TARGET

BJC has established quantified energy performance targets to address energy savings and support continuous improvement in energy efficiency across its operations. These targets focus on reducing non-renewable energy consumption and overall energy use, in line with the Company's commitment to efficient resource management. Since 2021, BJC has set a target to reduce non-renewable energy consumption by 15% by 2032, compared to the 2021 base year.

Energy performance is monitored regularly, enabling the timely identification of deviations and the implementation of corrective actions. Progress is reviewed by management on a regular basis to ensure alignment with the Company's energy objectives.

In 2025, BJC achieved a reduction in non-renewable energy consumption of 104,698 MWh, equivalent to 376,912.80 GJ, compared to the base year. This represents a 24% reduction, demonstrating progress toward the Company's target.

The reported reduction in energy consumption is primarily driven by energy efficiency initiatives, including equipment upgrades, process optimization and operational improvements. Energy performance is based on measured data compared to the 2021 baseline and reflects improvements within the Company's operational boundaries.

While energy efficiency improvements contribute to the reduction of greenhouse gas emissions, BJC distinguishes energy consumption reduction targets from its emissions reduction commitments. These energy targets are specifically designed to improve energy performance, optimize resource utilization and reduce reliance on non-renewable energy sources.

Through the implementation of these quantified targets, BJC strengthens its approach to operational efficiency, cost management and sustainable resource utilization, while promoting a culture of continuous energy performance improvement across the organization.

To enhance performance tracking, the Company monitors energy intensity indicators, such as energy consumption per unit of production and per revenue. These metrics support benchmarking across business units and enable more effective identification of efficiency improvement opportunities.

A detailed breakdown of energy consumption data is provided in Sustainability Performance Report 2025.

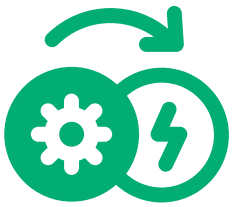
Actions to reduce the amount of energy use

In alignment with BJC's "1+5" Sustainable Environmental Strategy, the Company has established a target to reduce non-renewable energy consumption by 15%, which contributes to a reduction in overall energy consumption across the BJC Group. To support this target, BJC implements a range of initiatives to improve energy performance, focusing on optimizing operational processes, adopting energy-efficient technologies and promoting responsible energy use throughout its value chain.

These actions are designed to systematically reduce energy use while maintaining operational effectiveness and supporting business growth. By integrating energy efficiency considerations into daily operations and long-term planning, BJC aims to minimize energy intensity and reduce reliance on non-renewable energy sources.



Upgrading to high-efficiency equipment to reduce energy consumption



Machine replacement with energy-efficient equipment to reduce power usage and maintenance costs

Key actions contribute to reducing the amount of energy used in operation.

1. Upgrading to high-efficiency equipment to reduce energy consumption

The Company has enhanced operational efficiency by upgrading existing systems with high-efficiency technologies and optimizing energy use in core operations.

VSD Conveyor Cooling Fan Installation

Thai Glass Industries Public Company Limited (TGI) installed Variable Speed Drives (VSDs) in conveyor cooling fan systems (BP32 and BP34) to optimize motor speed according to operational demand, thereby reducing unnecessary electricity consumption. The projects delivered combined electricity savings of over 116,568 kWh per year, equivalent to cost savings of approximately THB 388,170 annually, while reducing greenhouse gas emissions by more than 58.27 tCO_2 per year.

High Speed Door Installation for Cool Room

Berli Jucker Foods Limited (BJF) installed high-speed automatic doors in cold storage rooms to minimize temperature loss during forklift operations. This improvement enhanced cooling efficiency and reduced electricity consumption in refrigeration systems, achieving energy savings of 60,835 kWh per year and reducing greenhouse gas emissions by 29.26 tCO_2.

Variable Speed Drive (VSD) Installation Project

Big C Supercenter Public Company Limited (Big C) implemented Variable Speed Drives (VSDs) across 52 branches to optimize motor performance in escalators, auto walks and cooling tower systems. By enabling motors to adjust speed according to real-time load demand, the project significantly reduced unnecessary energy consumption during low-usage periods, achieving electricity savings of 1,154,107.53 kWh per year, equivalent to cost savings of approximately THB 4.62 million annually and a reduction of 577.04 tCO_2e per year.

High-Efficiency Cooling Tower Fan Upgrade

Big C replaced conventional aluminum fan blades in cooling towers with lightweight fiberglass blades to improve airflow efficiency and reduce motor load. This upgrade enhanced cooling system performance while lowering electricity consumption, resulting in energy savings of 510,987.32 kWh per year, cost savings of THB 2.04 million annually, and greenhouse gas emissions reduction of 255.48 tCO_2e per year.

High-Efficiency Chiller Replacement Project

Big C has implemented the replacement of existing chillers with high-efficiency units, across 7 branches, to enhance overall energy performance and reduce electricity consumption. The new chillers feature lower kW/TR, enabling them to deliver the same cooling capacity with significantly reduced energy use. This improvement decreases the load on the cooling system and enhances operational efficiency, resulting in electricity savings of 1,081,541.33 kWh per year, cost savings of THB 4.36 million annually and a reduction of 540.76 tCO_2e per year in greenhouse gas emissions.

Automatic Condenser Tube Cleaning (Ball System) Project

Big C has implemented an automatic ball cleaning system on the condenser side of the chiller across 5 branches, to continuously remove fouling and scale inside the condenser tubes. This helps maintain optimal heat transfer efficiency and lowers energy consumption of the chiller system. As a result, the system operates more efficiently, leading to electricity savings of 268,712.92 kWh per year, cost savings of THB 1.10 million annually and a reduction of 134.35 tCO_2e per year in greenhouse gas emissions.

2. Machine replacement with energy-efficient equipment to reduce power usage and maintenance costs

The Company continues to replace aging and inefficient machinery with modern, energy-efficient equipment to enhance reliability and reduce lifecycle costs.

Air Compressor Replacement

Thai Malaya Glass Company Limited (TMG) replaced an existing air compressor with a high-efficiency model to improve system performance and reduce energy consumption. The project achieved significant electricity savings of 6,113,460 kWh per year, resulting in cost savings of approximately THB 21.49 million annually and greenhouse gas emissions reduction of 2,959 tCO_2e per year.

High-Efficiency Air Compressor with Energy Recovery

Rubia Industries Limited (RIL) installed a new high-efficiency air compressor equipped with an energy recovery system to reduce both electricity and LPG consumption. The initiative resulted in electricity savings of 354,073.5 kWh and LPG reduction of 1,674,222 MJ, contributing to a total emissions reduction of approximately 247.37 tCO_2e and cost savings of around THB 2.3 million.

Boiler Replacement with High-Efficiency Model

RIL installed a smaller, high-efficiency boiler to optimize fuel consumption in steam generation. This upgrade reduced LPG consumption by 6,800 kg and lowered greenhouse gas emissions by 18.56 tCO_2e, while also delivering cost savings through improved fuel efficiency.

Air Compressor Performance Improvement

Thai Beverage Can Limited (TBC) upgraded low-performance air compressors to high-efficiency models, improving system reliability and reducing electricity consumption, contributing to energy savings of over 21,000 kWh per year.

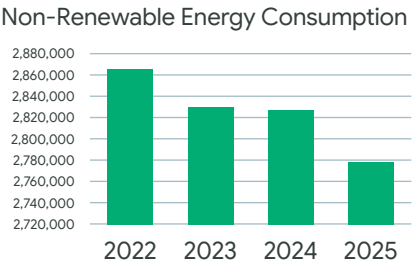
High-Efficiency Refiner Replacement

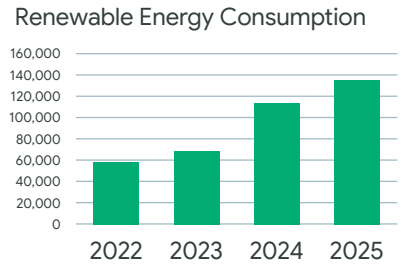
Berli Jucker Cellox Limited (BJC Cellox), an outdated pulp refiner was replaced with a high-efficiency model with lower power requirements, improving process stability and product quality while reducing electricity consumption. The project delivered annual cost savings of approximately 1.79 million and reduced greenhouse gas emissions by 203 tCO_2e per year.

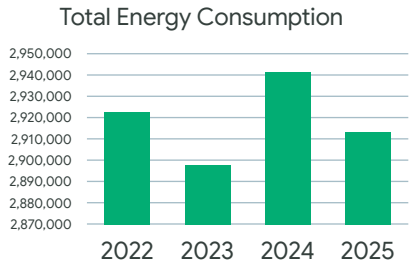
Evaluation of progress in reducing energy consumption

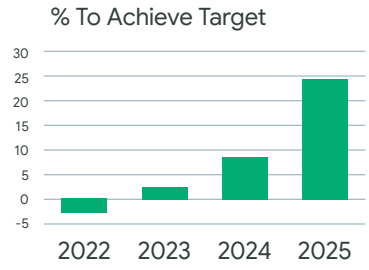
To identify energy performance hotspots and support the development of targeted reduction strategies, the Company places strong emphasis on the regular evaluation of energy performance. This process plays a critical role in ensuring that energy efficiency initiatives are effectively implemented, monitored and aligned with the Company's long-term sustainability objectives.

Through systematic assessment across its operations, BJC is able to identify areas for improvement, verify the effectiveness of implemented measures, and inform strategic decision-making. These efforts support the achievement of the Company's quantified energy-saving targets and its net-zero emissions goal by 2050.









According to the 2025 evaluation, BJC's total energy consumption amounted to 2,912,737 MWh, representing a decrease of 1% compared to 2024. The reduction reflects the effectiveness of the Company's energy efficiency initiatives, including technology upgrades, operational improvements and enhanced energy monitoring and control systems.

Investments in innovation or research and development to decrease energy consumption

BJC continuously implements initiatives to reduce energy consumption through operational improvements and the deployment of advanced technologies. In 2025, the Company invested more than 31 Million THB in research and development (R&D) and green technologies to enhance energy efficiency across its value chain, supporting both cost optimization and emissions reduction.

Investments in innovation and research and development to decrease energy consumption, including a project:

Annealing Gas Consumption Reduction

TGI optimized the annealing process to reduce natural gas consumption in glass production. Through process control improvements, the project achieved a reduction of 16,681 SCM of natural gas per year, equivalent to cost savings of THB 212,678 annually and a reduction in greenhouse gas emissions of 33.75 tCO_2e.

Compressed Air Load Management (HP16)

TGI improved compressed air system efficiency by optimizing load distribution and upgrading air cooler components. This initiative reduced electricity consumption by 593,115 kWh per year, resulting in cost savings of approximately THB 1.03 million and emissions reduction of 296.5 tCO_2e per year.

Air Compressor Load Sharing Optimization (LP7)

TGI implemented a load-sharing control program for air compressors to align operation with actual demand. The project reduced electricity consumption by 272,999 kWh per year, achieving cost savings of THB 455,096 and emissions reduction of 136.47 tCO_2e.

Steam Reduction in Rotary Washer Process

BJF optimized the cleaning process in Crispy Roll production by replacing hot water with ambient temperature water, eliminating the need for steam generation. This initiative reduced natural gas consumption by 535 MMBtu and greenhouse gas emissions by 31.71 tCO_2e.

Boiler Feedwater Preheating using Waste Heat

BJF implemented a heat recovery system that utilizes waste heat from air compressors to preheat boiler feedwater. This innovation reduced natural gas consumption by 855 MMBtu and lowered emissions by 50.68 tCO_2e.

Idle Energy Reduction during Non-Production

TBC implemented operational controls to reduce energy use during idle periods in production processes. The initiative significantly exceeded targets, reducing electricity consumption by 572,295 kWh and thermal energy consumption by 5,396 MMBtu.

Air System Re-engineering and Optimization

TBC improved its compressed air system through engineering redesign and efficiency improvements, achieving electricity savings of 781,482 kWh per year.

Energy Efficiency Improvements in Utilities

RIL implemented multiple operational optimization initiatives, including reducing vacuum pump usage, optimizing AHU operation and eliminating unnecessary cooling systems. These measures collectively reduced electricity consumption by over 57,000 kWh per year and achieved emissions reduction of more than 29 tCO_2e, alongside measurable cost savings.

Use of clean or green energy

Renewable and Clean Energy Expansion

The expansion of renewable energy remains a core component of BJC's energy strategy. The company continues to invest in clean energy solutions, particularly solar energy, to reduce reliance on fossil fuels and mitigate exposure to energy price volatility and supply risks. Solar rooftop installations across retail and operational sites play a key role in increasing the share of renewable electricity while also enhancing energy security and long-term cost efficiency. Renewable energy adoption is viewed not only as an environmental initiative but also as a strategic driver of business transformation and resilience.

Renewable Energy Certification (REC)

Renewable Energy Certificates (RECs) play a significant role in supporting BJC's transition toward low-carbon operations and the achievement of its climate targets. The procurement of RECs enables the Company to increase the share of renewable electricity consumption under the market-based method, thereby reducing Scope 2 greenhouse gas emissions in line with internationally recognized accounting standards.

In 2025, TGI obtained International Renewable Energy Certificates (I-RECs) representing 1,616.696 MWh of renewable electricity. Under the market-based approach, this corresponds to an estimated reduction of approximately 808.18 tCO_2e in Scope 2 GHG emissions.

Cumulatively, since 2023, the Company has procured a total of 6,718.696 MWh of I-RECs, equivalent to an estimated reduction of approximately 3,358.67 tCO_2e in Scope 2 GHG emissions (market-based).

This mechanism ensures that climate-related risks and opportunities are systematically embedded into capital allocation decisions and supports the prioritization of low-carbon technologies and innovation.

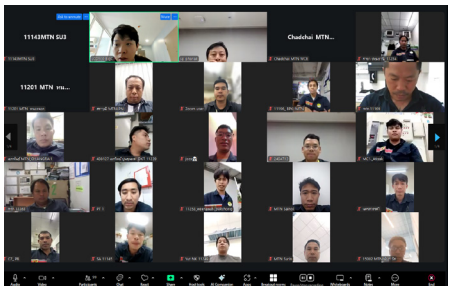
	Unit	2022	2023	2024	2025
Total Renewable energy consumption	MWh	57,926	68,233	113,973	134,217
% of Renewable energy consumption	%	2	2	4	5

Employee Training and Awareness on Energy Efficiency

To support BJC's target of reducing non-renewable energy consumption by 15% by 2032, the Company is committed to continuously developing personnel capabilities and fostering an energy conservation culture. Energy efficiency training is regularly provided to employees to raise awareness of energy consumption reduction and encourage responsible energy use across operations.

The concrete examples of our success in enhancing the technical skills of our operational staff in 2025 include two key training programs:

- **Chiller Operational Efficiency Training:** This program successfully upgraded the skills and knowledge of 162 facility management staff and engineers. The curriculum focused on proper chiller operations, proactive maintenance (Proactive PM) and cooling system optimization to systematically reduce electricity consumption, addressing the fact that air conditioning systems represent the highest energy load, accounting for 40%–60% of total building energy consumption.
- **BALLTECHNIC Automatic Condenser Cleaning Training:** This program developed the technical skills and understanding of 337 operational employees across various branches. Participants learned to operate automatic sponge-ball cleaning technology within the chiller condenser tubes, which effectively eliminates and prevents scale buildup. This ensures peak heat transfer efficiency at all times without requiring system downtime, preventing energy waste and securing continuous, long-term energy savings.



Climate Strategy

Significance and Exposure

Climate change presents increasing risks to the company's operations and supply chains, particularly in areas such as energy costs, logistics disruption and raw material availability. Rising global temperatures are intensifying the severity, duration and frequency of extreme weather events, posing significant risks to human health, ecosystems and economic activities. These changes contribute to a range of environmental challenges, including prolonged droughts, water scarcity, severe wildfires, rising sea levels, flooding and biodiversity loss. Such impacts threaten communities, infrastructure and natural ecosystems, affecting both the physical environment and the human-made systems upon which societies and businesses depend.

In addition, Berli Jucker Public Company Limited (BJC) recognizes opportunities to generate positive impacts through its climate initiatives, including improved energy efficiency, increased use of renewable energy, reduced greenhouse gas emissions, and optimized resource use. These actions drive cost savings, enhance operational resilience, support the transition to a low-carbon economy, and contribute to long-term sustainability and global climate goals.

Recognizing the urgency of climate action, Thailand has strengthened its climate commitments under the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement, with the national ambition of achieving carbon neutrality by 2050 and net-zero greenhouse gas emissions by 2065.

In alignment with national climate ambitions and global decarbonization efforts, BJC is committed to supporting the transition to a low-carbon economy. The Company is working to align its greenhouse gas reduction targets with the Science Based Targets initiative (SBTi) to ensure that its decarbonization pathway is consistent with climate science and the global goal of limiting temperature rise to 1.5°C above pre-industrial levels.

BJC recognizes that its activities may contribute to climate-related negative impacts through greenhouse gas emissions associated with energy consumption across manufacturing, retail operations and logistics activities. The Company is also directly linked to additional climate-related impacts through its value chain, including upstream suppliers and downstream distribution networks, which involve raw material sourcing, transportation and product distribution. These activities may result in indirect emissions and broader environmental impacts across the value chain.

As a diversified business group operating across modern retail, packaging, consumer and technical and engineering, BJC's operations require significant energy consumption and rely on extensive supply chains. Climate change therefore presents both risks and opportunities for the Company. Potential impacts include rising energy costs, disruptions to logistics and supply chains caused by extreme weather events, and increasing regulatory requirements related to greenhouse gas emissions and climate disclosures. Recognizing these challenges, BJC integrates climate considerations into its business strategy and operations in order to enhance resilience, reduce environmental impacts, and contribute to the global transition toward a low-carbon and climate-resilient economy.

Management Approach

BJC has established a robust governance structure to ensure effective oversight and management of sustainability and climate change–related issues across the organization. The Board of Directors has appointed the Sustainable Development Committee (SDC) to oversee sustainability operations across the Company and its subsidiaries, including climate change management as a key component of the Company's sustainable development agenda. The SDC is responsible for supervising climate-related strategies, targets and initiatives, as well as monitoring implementation progress and performance outcomes to ensure alignment with the Company's sustainability objectives and long-term business strategy.

To facilitate the implementation of these strategies, BJC has established the Sustainable Development Sub-Committee (SDS), comprising representatives from all business divisions and operational units. The SDS plays a key role in translating sustainability policies into actionable initiatives by developing and implementing comprehensive climate change and energy management strategies across the organization.

At the operational level, BJC's management team is responsible for implementing climate strategies and initiatives across the Company's operations. This includes promoting energy efficiency, increasing the adoption of renewable energy, optimizing operational processes, and supporting low-carbon initiatives across manufacturing facilities, retail operations and logistics networks. Through these efforts, the Company seeks to systematically reduce greenhouse gas emissions while enhancing operational efficiency and environmental performance.

To support BJC's transition toward sustainability and advance the Company's Sustainable Environmental Goal under the 1+5 Strategy, which includes reducing 15% Scope 1 and 2 greenhouse gas emissions by 2032 and achieving Net Zero emissions by 2050.

The Company's long-term Net Zero target is aligned with the Science Based Targets initiative (SBTi) framework and reflects a decarbonization pathway consistent with limiting global temperature rise to 1.5°C. The target boundary covers Scope 1 and Scope 2 greenhouse gas emissions across all operationally controlled entities, with ongoing efforts to expand Scope 3 emissions assessment and target-setting in line with SBTi requirements.

BJC has integrated climate-related performance indicators into its corporate performance management system. Climate-related incentives have been incorporated into personal Key Performance Indicators (KPIs), particularly focusing on greenhouse gas emissions reduction and energy efficiency improvements. These KPIs begin at the highest management level and cascade across subsidiaries, departments, operational teams and individual employees, ensuring that climate related objectives are embedded throughout the organization and that accountability for climate performance is shared across all levels of management.

To ensure that climate initiatives remain effective and aligned with the Company's long-term decarbonization pathway, BJC regularly monitors environmental performance, including greenhouse gas emissions and progress toward its climate targets, through internal reporting systems and regular performance reviews. These monitoring processes enable the Company to track emissions trends, evaluate the effectiveness of climate-related initiatives, and identify opportunities for continuous improvement.

Climate Risk and Adaptation

BJC recognizes that climate change presents both physical and transition risks that may affect business operations, supply chains and long-term value creation. In response, the Company integrates climate-related considerations into its enterprise risk management framework to systematically identify, assess and manage potential impacts associated with climate change across its operations and value chain.

To strengthen risk oversight, the Board of Directors has established a Risk Management Committee responsible for supervising the Company's enterprise risk management framework. The Committee oversees the identification, assessment and management of key corporate risks, including sustainability-related risks such as environmental, social and governance issues. This ensures that climate-related risks are appropriately monitored and addressed at the organizational level.

BJC oversees and manages climate-related risks arising from both physical and transition factors. Physical risks include the potential impacts of extreme weather events such as floods, storms and heatwaves, which may disrupt operations, damage infrastructure, or affect logistics and distribution networks. Transition risks may arise from evolving climate policies and regulations, carbon pricing mechanisms, technological shifts and changing stakeholder expectations regarding low-carbon products and sustainable business practices.

To address these challenges, BJC integrates climate considerations into its operational strategies and aligns its climate-related initiatives with internationally recognized frameworks, including the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) under the Financial Stability Board and sustainability-related financial disclosure standards under the International Financial Reporting Standards (IFRS).

To manage climate-related risks and enhance resilience, BJC conducts regular climate risk assessments to evaluate potential impacts on its operations, assets and supply chains. These assessments consider short-term, medium-term and long-term time horizons to capture both immediate and evolving climate-related risks. Based on these assessments, the Company implements appropriate mitigation and adaptation measures designed to minimize operational disruptions and strengthen long-term business resilience. In addition, BJC continuously monitors emerging climate-related trends, regulatory developments, and scientific insights to ensure that its risk management and adaptation strategies remain effective and responsive to evolving environmental conditions.

Under the Company's medium-term "1+5 Strategy," BJC has established key environmental targets to be achieved by 2032, compared with the 2021 base year. These targets are structured under the **"1 BUILD"** and **"5 CURB"** framework, which focuses on driving measurable environmental improvements across operations while enhancing resilience to climate-related risks.



We have successfully planted
57,504 trees across 338 rai.
represents 57% of BJC's ambitious target
(Plant 150,000 more trees)

Reduce non-renewable energy consumtion by 15%
Over 60,000 MWh
represents 16% of BJC's ambitious target
In 2025, **10%** of our total electricity consumption came from renewable energy source



Reduce GHG emission (scope 1&2) by **15%**
Reduce over 100,000 tCO_2
represents 38% of BJC's ambitious target

Reduce water consumption by **15%**
Reduce over 1,000 Cubic Meters

Reduce food waste by **15%**
Reduce over 7,000 tons

Reduce plastic packaging by **15%**
Reduce over 760 tons

1. Nature & Water Considerations

In addition to addressing climate-related risks and opportunities, BJC recognizes that broader environmental factors, including water resources and biodiversity, are closely interconnected with climate change. Changes in climate patterns may influence water availability and ecosystem health, while the degradation of natural ecosystems can, in turn, affect climate resilience and long-term business continuity.

While water and biodiversity have not been identified as material topics in the current reporting year, the Company continues to manage these areas as part of its broader environmental stewardship approach. This ensures that BJC maintains a holistic perspective on environmental impacts and strengthens its long-term resilience across operations and value chains.

1.1 Biodiversity and Deforestation

Biodiversity-related impacts are monitored as part of the Company's environmental management practices; however, biodiversity has not been identified as a material topic for reporting in the current reporting period.

BJC is committed to protecting biodiversity and preventing deforestation across its operations and value chain. The Company has established a **Biodiversity and Deforestation Policy**, which provides a framework for managing biodiversity-related risks and integrating nature considerations into business decision-making.

BJC avoids operations in protected areas, UNESCO World Heritage sites, and other legally designated conservation zones. The Company also promotes responsible sourcing practices and encourages business partners to avoid activities linked to deforestation and habitat degradation.

To manage biodiversity-related risks, BJC conducts periodic assessments using internationally recognized tools such as the WWF Biodiversity Risk Filter (BRF), which enables the evaluation of location-specific risks, including ecosystem sensitivity, proximity to protected areas, and potential impacts on species.

BJC applies the **Mitigation Hierarchy** approach to manage biodiversity impacts, focusing on avoiding, minimizing, restoring and enhancing ecosystems where relevant. The Company also collaborates with local communities and organizations to support ecosystem restoration and biodiversity conservation initiatives.

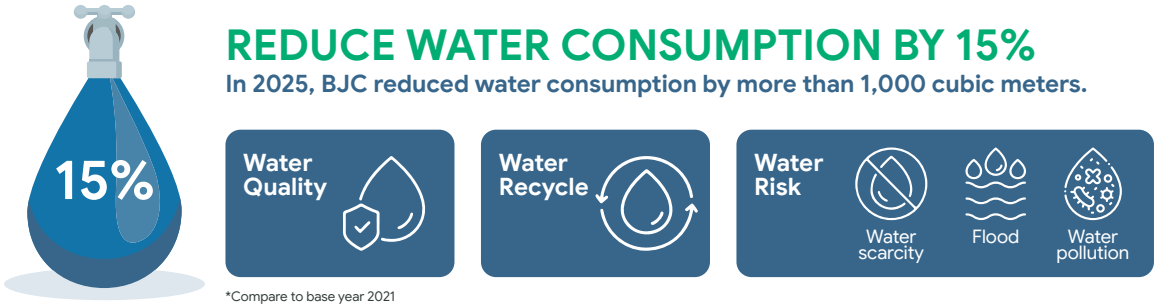
BJC has established long-term ambitions to enhance biodiversity management practices and support responsible sourcing, with goals aligned with internationally recognized principles such as **no net loss of biodiversity, net positive impact and zero gross deforestation by 2030**.

The Company continues to review and refine its targets and approaches to ensure they remain relevant, measurable and aligned with its sustainability strategy.

1.2 Water Management

Water-related impacts are also monitored and managed operationally; however, water has not been identified as a material topic for reporting in the current reporting period.

Water is a critical resource for BJC's operations, particularly in manufacturing processes and facility management activities. It is required for production, cleaning, cooling and sanitation, and is essential for maintaining product quality, operational efficiency and compliance with health and safety requirements. In recognition of the importance of water to its operations and the potential environmental impacts associated with its use, BJC has established a target to reduce water consumption by 15% from the 2021 base year, reflecting its commitment to improving water efficiency.



BJC's activities result in wastewater discharges that may have environmental impacts if not properly managed. Key impacts include potential effects on water quality and surrounding ecosystems from contaminants such as organic matter, suspended solids, oil and grease, and heavy metals. These impacts are managed through wastewater treatment processes and compliance with applicable regulatory requirements.

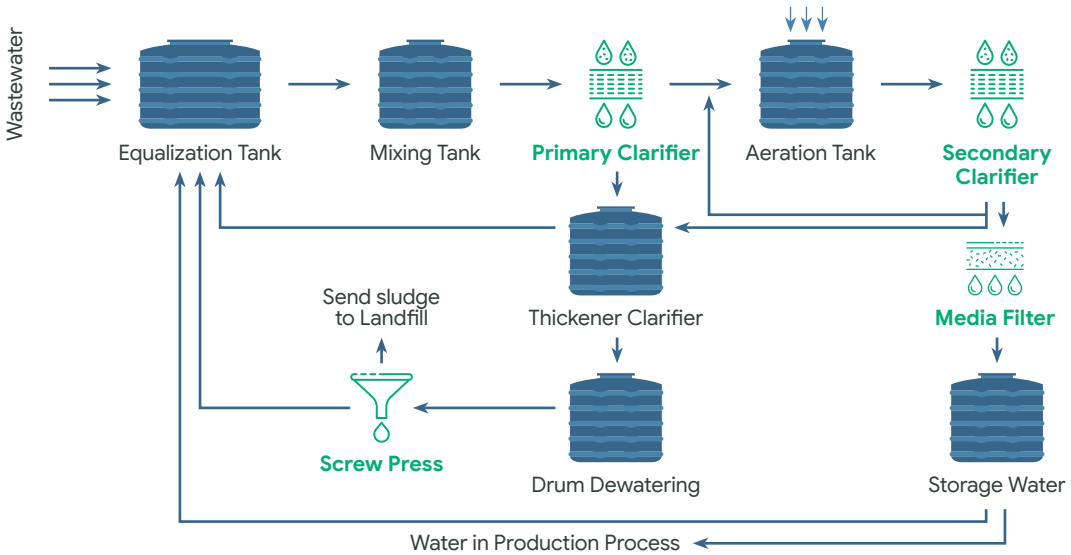
BJC is committed to reducing water consumption and improving water use efficiency across its operations. The Company seeks to achieve this through ongoing optimization of production processes, adoption of water-saving technologies, and continuous monitoring of water performance, particularly in water-stressed areas.

BJC manages water resources with a focus on efficiency, regulatory compliance and impact mitigation. Water is primarily used in manufacturing processes and facility operations, and all wastewater is treated in accordance with applicable regulatory requirements prior to discharge.

Wastewater discharged from operations is required to meet regulatory standards for effluent quality, including limits on contaminants and heavy metals such as mercury (Hg), lead (Pb) and chromium (Cr), in order to safeguard public health and protect surrounding ecosystems.

The Company has identified priority substances of concern in its wastewater discharges based on applicable regulations and internationally recognized guidelines. These substances include key parameters such as Biochemical Oxygen Demand (BOD), Chemical Oxygen Demand (COD),Total Suspended Solids (TSS), oil and grease and heavy metals. Priority substances are defined based on their potential environmental impact, regulatory significance and relevance to the Company's operations.

The Company implements operational controls and monitoring systems to effectively manage water consumption and wastewater quality. In addition, BJC regularly assesses water-related risks, including potential exposure to water stress in certain operational areas, and continuously identifies opportunities to enhance water efficiency and reduce environmental impacts.



In addition, BJC promotes awareness and capacity building by providing employee training on water balance analysis and efficient water management practices, fostering a culture of participation and responsibility for sustainable water management across the organization.

In addition to internal water management practices, the Company engages with relevant stakeholders, including local communities, regulatory authorities and industry partners, to support responsible water stewardship and ensure sustainable water use within shared watersheds.

Performance Highlights

Key Performance Indicators (Million Cubic Meters)	Performance in 2025
A. Total Water Withdrawal	9.68
B. Total Water Discharge	7.21
C. Total Water Consumption (A-B)	2.47

For performance results against the established targets, please refer to the Sustainability Performance Report 2025 for further details.

Climate Target & Performance

The Company discloses its climate performance to demonstrate transparency and accountability in managing climate-related impacts. It monitors and reports its greenhouse gas emissions across relevant operations as part of its commitment to environmental responsibility.

BJC's GHG emissions (Scope 1 2 and 3) are calculated to include the seven greenhouse gases that contribute directly to climate change: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF_6) and nitrogen trifluoride (NF_3), in accordance with recognized reporting standards.

The Company adopts the operational control approach to consolidate GHG emissions. Under this approach, emissions are accounted for from operations over which the Company has full authority to introduce and implement operating policies. This includes all facilities and activities where the Company has operational control, regardless of ownership interest.

The sources of emission factors and the Global Warming Potential (GWP) values applied are based on internationally recognized references, including the Thailand Greenhouse Gas Management Organization (TGO), the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report (AR4), and relevant national guidelines. These references are used to ensure consistency, accuracy and comparability in the calculation of GHG emissions.

Emission Reduction Target

BJC has committed to achieving net-zero greenhouse gas emissions by 2050, encompassing Scopes 1, 2 (Market based) and 3 across its operations and value chain. As an interim milestone, the Company established a 10-year climate action target in 2021 under the "1+5" BJC Sustainable Environmental Goal, which includes a target to reduce Scope 1 and Scope 2 GHG emissions by 15% per operation by 2032, compared to the 2021 base year.



REDUCE GHG EMISSION (SCOPE 1+2) BY 15%

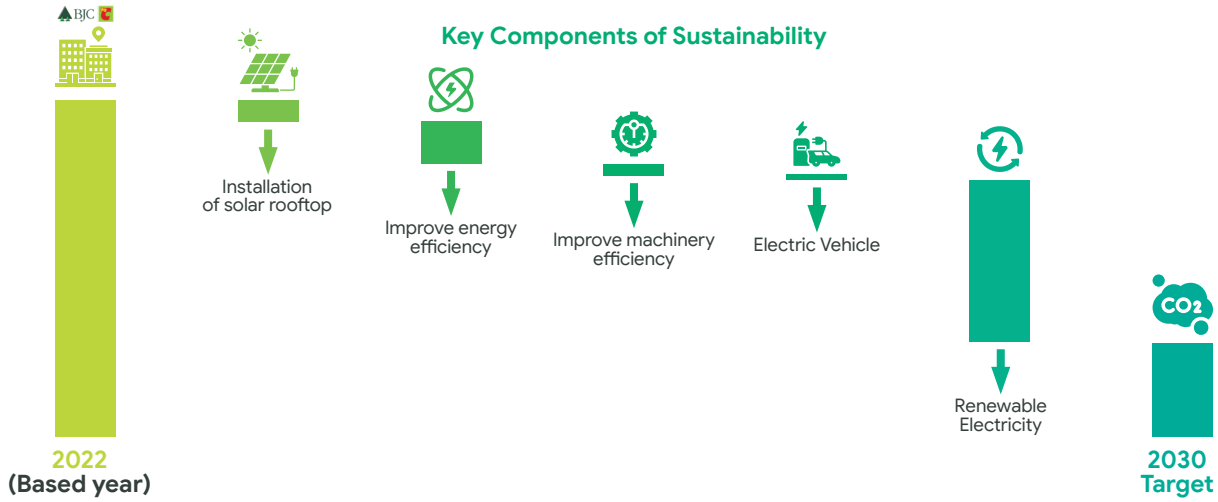
Target	Based Year	Based Year Emission	2025 Performance	Progress Toward Reduction Target
Reduce Emission (Scope1 & 2) 15%	2021	1,269,565	1,161,395	57%

BJC has selected 2021 as its base year for GHG emissions reduction, as it represents the most complete and reliable dataset across its operations following the establishment of a standardized emissions accounting system. In 2021, the Company initiated the implementation of data collection processes, strengthened internal controls and aligned its methodology with internationally recognized frameworks, including the GHG Protocol.

Since 2025, BJC has successfully achieved this 15% reduction in Scope 1 and 2 emissions, achieving its target ahead of the planned timeline. This early achievement reflects the effectiveness of the Company's climate initiatives and demonstrates strong execution in managing operational emissions.

Science Based Targets Initiative

To further align with global benchmarks, BJC has publicly committed to seeking validation of its targets by the SBTi. In line with this commitment, the Company has adopted science-based targets to achieve an absolute reduction of 42% in Scope 1 and Scope 2 GHG emissions, and 10% in Scope 3 GHG emissions, by 2030 from a 2022 base year. This commitment strengthens BJC's decarbonization pathway, reinforces the credibility of its climate targets, and ensures alignment with the 1.5°C climate goal.



Greenhouse gas emission		Unit
Direct Greenhouse gas emission Scope1	597,002	tCo_2eq
Indirect Greenhouse gas emission Scope2		
Location Based	649,338	tCo_2eq
Market Based	564,393	tCo_2eq
Total Greenhouse gas emission (Scope 1+2)	1,161,395	tCo_2eq
Greenhouse gas Intensity (per revenue*)	7.54	tCo_2eq

*Million Baht
GHG intensity is calculated by dividing total GHG emissions (Scope 1 and 2) by total revenue for the reporting period.

Climate Strategy Initiatives

BJC integrates climate-related risks and opportunities into its strategic planning and operational decision-making processes. Key transition risks include increasing energy costs, evolving climate regulations, and carbon pricing mechanisms, while physical risks relate to extreme weather events that may disrupt operations and supply chains. At the same time, the Company recognizes emerging opportunities from the transition to a low-carbon economy, including the development of low-carbon and circular packaging solutions, improved resource efficiency, and enhanced competitiveness through sustainable product innovation. These risks and opportunities directly inform the Company's investment priorities, technology adoption and product development strategies across its business units.

1. Renewable Energy Transition - Solar Energy

BJC recognizes climate change as a critical global challenge and is committed to reducing its greenhouse gas emissions in line with its climate strategy. As part of its efforts to mitigate emissions, the Company has implemented solar photovoltaic systems across Big C branches and operational facilities nationwide. This initiative aims to reduce electricity costs and reliance on grid electricity, thereby lowering indirect (Scope 2) GHG emissions associated with purchased electricity.

The deployment of on-site solar energy contributes to increasing the share of renewable energy in the Company's overall energy mix and supports its transition toward low-carbon operations. In addition, the initiative enhances energy efficiency, reduces exposure to electricity price volatility, and strengthens energy resilience across operations.

This solar energy initiative forms an integral part of BJC's broader decarbonization approach and supports the Company's long-term GHG emissions reduction targets. BJC continues to monitor and report its energy consumption and emissions performance in alignment with global standards, ensuring transparency and accountability in its climate-related disclosures.

In 2025, BJC further expanded its solar power installations across its manufacturing facilities, along with Big C hypermarkets and Mini Big C branches. Since the initiative began, a total of 499 sites has been installed, representing a combined installed capacity of 132 MWh

Total electricity generation from renewable energy sources amounts to 134,217 MWh, accounting for of its total energy consumption.

This initiative directly addresses transition risks associated with rising electricity costs and potential carbon pricing, while enhancing operational resilience against energy supply volatility.



2. Climate Mitigation

Recycled Material & Cullet Utilization

BJC continues to expand its closed-loop recycling initiatives to enhance resource efficiency across both its glass and aluminum packaging operations. Through collaboration with recycling partners and industry networks, the Company ensures that glass bottles and aluminum cans are kept in continuous circulation, minimizing waste and supporting a circular economy.

Recycled glass, in the form of glass scraps known as cullet, plays a critical role in improving production efficiency. The use of cullet reduces the energy required in the melting process, thereby lowering fuel consumption and contributing to a reduction in greenhouse gas emissions.

Throughout the production process, BJC Glass utilizes cullet at a rate of up to 85%, with a long-term target of increasing this proportion to 100%. For every 10% increase in cullet utilization, energy consumption is reduced by approximately 3%, while GHG emissions are reduced by approximately 5%. In 2025, the Company utilized approximately 664,000 tonnes of cullet, resulting in an estimated reduction of 183,000 tCO_2e.

To reduce reliance on primary aluminum smelting, which depends on finite resources, and to mitigate environmental impacts, Thai Beverage Cans Limited (TBC) is committed to increasing the use of recycled materials and is currently implementing a project to increase the proportion of recycled aluminum from 76% to 85% by 2030, through collaboration with suppliers to source high-quality recycled aluminum.

This initiative supports the transition toward low-carbon and circular packaging solutions, while also representing a key commercial opportunity in response to increasing market demand and evolving regulatory expectations for recyclable and low-carbon packaging products.

3. Electric Furnace Transition



In 2025, Thai Glass Industries Public Company Limited (TGI), a subsidiary of BJC, introduced the Small Electric Glass Bottle Furnace to support the transition from conventional fossil fuel-based systems to electrified production processes. This initiative contributes to the reduction of direct (Scope 1) greenhouse gas (GHG) emissions by decreasing reliance on fossil fuels. At full operational capacity, the furnace is expected to reduce natural gas (NG) consumption by approximately 150,040 MJ/Day, equivalent to a reduction of approximately 8.425 TonCO2eq/Day of Scope 1 GHG emissions. Its compact and energy-efficient design enhances operational performance while

enabling the Company to integrate renewable energy into its manufacturing processes in the future. The technology also supports and empowers small-scale customers by providing accessible, high-quality and low-carbon glass production solutions, contributing to inclusive and sustainable growth across the value chain.

This transition reflects the Company's investment in low-carbon manufacturing technologies and supports long-term innovation in sustainable packaging production.

4. Carbon Removal & Reforestation

Planting Big Trees for Our House Campaign
Since 2021, BJC has implemented its reforestation efforts under the "Planting Big Trees for Our House" campaign. By 2024, the Company had increased the cumulative number of trees planted to 57,504 across 338 rai (134 acres). This achievement represents 38% of BJC's ambitious target to plant 150,000 trees by 2032, underscoring the Company's strong commitment to nature-based carbon removal as part of its net-zero transition.



The annual number of trees planted is presented below:

Year	2021	2022	2023	2024	2025	Total
Number of Trees Planted	841	9,053	29,714	13,196	4,700	57,504

This initiative is aligned with BJC's climate strategy, supporting its net-zero ambition through nature-based solutions. The project contributes to offsetting residual greenhouse gas emissions while complementing the Company's ongoing efforts to reduce emissions across its operations and value chain in line with the Company's net-zero pathway. BJC continues to monitor the survival rates of planted trees and collaborates with local partners to ensure long-term ecosystem restoration outcomes

5. Carbon Credits

The Company recognizes the role of carbon credits as a complementary mechanism in addressing residual greenhouse gas (GHG) emissions that cannot be eliminated through direct operational improvements. Carbon credits are considered as part of the Company's broader climate strategy, which prioritizes emissions reduction through energy efficiency, renewable energy adoption and process optimization.

Since 2020, BJC has implemented three alternative energy projects across its subsidiaries to support the transition to low-carbon operations. These projects include solar power installations at TGI (2,997.8 kWp), Thai Malaya Glass Company Limited (TMG) (998.4 kWp) and TBC (999 kWp).

These installations generate renewable electricity and contribute to a combined greenhouse gas emissions reduction of approximately 3,187 tCO_2e per year. This includes estimated reductions of 2,224 tCO_2e/year from TGI, 652 tCO_2e/year from TMG and 311 tCO_2e/year from TBC.

These initiatives demonstrate the Company's commitment to increasing the use of renewable energy, reducing reliance on fossil fuels, and advancing its decarbonization pathway in alignment with its climate targets.

6. Internal Carbon Pricing

Since 2024, BJC has implemented an internal carbon pricing mechanism, applying a rate of THB 200 per metric ton of CO_2 equivalent to capital expenditure decisions.

The objective of this initiative is to integrate climate-related considerations into investment planning and decision-making processes. Specifically, the internal carbon price is used to:

- Support cost–benefit analyses related to energy efficiency improvements, particularly in the procurement of machinery that reduces energy consumption or utilizes cleaner fuels and renewable energy sources;
- Encourage emissions reductions within the upstream value chain;
- Anticipate and assess potential financial impacts arising from future carbon regulations;
- Promote internal awareness and the integration of climate-related risks and opportunities, in alignment with the Company's decarbonization strategy and long-term sustainability goals.

In 2025, the internal carbon pricing mechanism was applied to assess greenhouse gas emissions totaling 1,992 tCO_2e, corresponding to a notional cost of THB 398,432 at BJC Glass.

Collectively, these initiatives demonstrate how BJC integrates climate-related risks and opportunities into its business strategy, enabling the Company to enhance resilience while capturing value from the transition to a low-carbon and circular economy.

External Collaboration to Support Climate Mitigation

7. Carbon Footprint for Organization (CFO) Certification

GHG emissions were calculated in accordance with the GHG Protocol and aligned with the CFO guidelines issued by the TGO. Scope 1 and Scope 2 emissions were quantified using an operational control approach. Scope 2 emissions were calculated using the location-based method, applying Thailand national grid emission factors published by TGO. Relevant Scope 3 categories were assessed based on data availability using emission factors from TGO and the Intergovernmental Panel on Climate Change. The Company used internal calculation tools, spreadsheet models and TGO calculation platform to consolidate emissions data. Key assumptions include the use of secondary data where primary data is unavailable and standard emission factors for fuel combustion and electricity consumption.

In 2025, BJC Glass Group, led by TGI and TMG, received the Carbon Footprint for Organization certification from the TGO. The certification supports the Company's approach to greenhouse gas emissions management and disclosure in alignment with global standards.

The CFO assessment covers the identification and quantification of GHG emissions across the Company's operations, including direct (Scope 1) emissions, indirect energy-related (Scope 2) emissions, and relevant categories of other indirect (Scope 3) emissions, where applicable. The process involves systematic data collection, the application of appropriate emission factors, and the consolidation of emissions data to ensure the accuracy, consistency and completeness of reported information.





The assessment results establish a baseline for tracking GHG emissions performance and support the development and implementation of targeted reduction initiatives in line with the Company's climate strategy. This approach enables BJC Glass to monitor progress over time, enhance transparency in emissions disclosure, and align with national and international climate-related reporting frameworks.

The outcomes of climate change–related initiatives provide improvement insights derived from sustainability performance monitoring, audits and stakeholder engagement. These insights support BJC in analyzing and integrating findings into its operational policies and procedures, including updates to ESG guidelines, data management systems and internal processes, to drive continuous improvement and achieve long-term sustainability objectives.

BJC remains committed to continuously enhancing its GHG emissions management and disclosure practices across all business operations, contributing to the transition toward a low-carbon economy and supporting Thailand's net zero ambitions.

EV Station @ Big C

As part of its commitment to climate change mitigation and the transition to a low-carbon economy, Big C Supercenter Public Company Limited (Big C) has collaborated with external partners to expand Electric Vehicle (EV) charging infrastructure across its branches nationwide. This initiative supports the adoption of EVs by improving access to charging facilities and reducing barriers for consumers transitioning away from internal combustion engine vehicles.





Through partnerships with EV charging service providers, Big C has installed a total of 111 EV charging stations across its retail network. These stations are strategically located to enhance customer convenience while promoting sustainable mobility.

The deployment spans multiple store formats, including:

- Hypermarkets: 75 stores
- Food Place: 8 stores
- Market: 4 stores

By integrating EV charging stations into its premises, BJC not only enhances the overall customer experience but also contributes to the reduction of greenhouse gas (GHG) emissions associated with transportation. This initiative reflects the Company's broader climate strategy, which emphasizes collaboration with external stakeholders to drive systemic change and accelerate the transition to cleaner energy solutions.

Waste Management & Circularity

1. Waste Management

Significance and Exposure

Berli Jucker Public Company Limited (BJC) recognizes waste management as a material topic due to its significant environmental and operational impacts across the value chain. Waste is generated from manufacturing processes, retail operations and distribution activities, as well as from downstream consumption, particularly in the form of packaging and food waste.

Inadequate waste management practices may result in environmental pollution, resource depletion, increased greenhouse gas emissions and particularly from landfill disposal. In addition, the growing regulatory landscape — such as Extended Producer Responsibility (EPR) and plastic waste regulations — poses increasing compliance and operational risks to the Company.

Given BJC's integrated business model spanning manufacturing, packaging and retail, the Company is exposed to waste-related impacts across both upstream supply chains and downstream consumer use. This creates both risks and opportunities to improve resource efficiency, reduce waste generation, and transition towards a circular economy.

Aligned with the **"Responsible Growth with Purpose"** strategy, BJC aims to minimize waste while maximizing resource value, ensuring that growth is achieved without compromising environmental sustainability.

Management Approach

BJC adopts a comprehensive waste management approach based on the waste hierarchy, prioritizing waste prevention, reduction, reuse, recycling and recovery before disposal, in order to minimize environmental impact and maximize resource efficiency.

To prevent waste generation at source, the Company continuously improves operational efficiency, optimizes material usage, and promotes sustainable product and packaging design. Circularity principles are integrated into operations to extend the lifecycle of materials and reduce reliance on virgin resources.

Within its operations, BJC implements waste segregation systems and recycling programs to enhance resource recovery and minimize waste sent to landfill. The Company works with licensed and qualified waste management providers to ensure that waste is treated and disposed of in accordance with applicable environmental laws, regulations and contractual requirements. Processes are in place to monitor and assess third-party waste management practices to ensure compliance and responsible handling.

Waste-related data is collected through internal reporting systems and consolidated into a centralized database. Performance is reviewed regularly through operational monitoring and annual assessments to track trends, identify improvement opportunities, and support data-driven decision-making.

Beyond its own operations, BJC engages suppliers and business partners to promote responsible waste management practices and collaborates with stakeholders to reduce upstream and downstream waste impacts, particularly in packaging and food waste.

Through these efforts, BJC advances its transition towards a circular economy by reducing waste generation, maximizing resource value and minimizing environmental impact, in line with its “Responsible Growth with Purpose” strategy.

Performance

Indicator	2025 Performance (tons)
Total Waste Generation (tons)	77,642
Total Waste Recycled/Reused/Recovery (tons)	37,576
Total Waste Disposal (tons)	42,708

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

Target and 2025 Performance

Category	Target	2025 Performance (tons)
Food Waste	15% reduction in food waste by 2032	14,195

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

BJC continued to align its waste management practices with relevant international sustainability principles and Thailand’s national environmental policies, including the Plastic Waste Management Roadmap 2018-2030 and circular economy approaches. These frameworks support resource efficiency, waste reduction at source and the extension of material lifecycles through reuse and recycling.

BJC applies a waste hierarchy approach across its operations, prioritizing reduction, reuse and recycling before disposal. Operational guidelines are in place to support waste segregation, recovery efforts and the appropriate treatment of residual waste.

In connection with its food waste management initiatives, BJC continues to strengthen internal coordination and collaboration with licensed waste management partners. These efforts support ongoing improvements in waste diversion and responsible resource use across operations.

Waste Management Initiatives

To support its waste reduction strategy and improve waste performance across retail and manufacturing operations, BJC Big C implements several operational initiatives focused on waste prevention, reuse, recycling and responsible disposal. To operationalize its waste management strategy, BJC implements a range of initiatives across retail and manufacturing operations, focusing on waste prevention, resource recovery and continuous performance improvement.

Key initiatives include:

1. Waste audits to identify opportunities for improving waste performance

In 2025, Big C Ratchada branch conducted a waste audit across key operational areas, including the Town Center/Plaza, Fresh Food, Dry Food, Non-Food and Food Court sections, to identify opportunities for improving waste performance.

The audit assessed the types and volumes of waste generated daily, enabling the store to better understand waste streams and identify materials with potential for recovery rather than disposal.

Based on the audit findings, seven recyclable waste streams were identified, including used cooking oil, plastic hangers, cardboard, plastic wrapping materials, plastic bottles, food waste and other reusable materials. Through improved waste segregation and recovery practices, approximately 60% of the daily waste generated can be diverted for recycling, reducing the amount of waste sent to landfill and supporting more efficient resource use.

This initiative enhances visibility of waste streams and supports data-driven decision-making to improve recycling rates and reduce landfill dependency.

2. Action plans to reduce waste generation

Rubia Industries Limited (RIL) implemented an action plan to reduce packaging waste in soap production by improving the performance of the ACMA soap wrapping machine. Through adjustments to the wrapping process, the initiative reduced the consumption of soap wrapping paper, preventing 831 kg of packaging waste per year and lowering wrapper costs by approximately THB 69,056 annually.

To sustain the improvement and prevent recurring material loss, the Company implemented several operational actions, including:

- Conducting issue identification with machine operators and replacing worn machine parts to improve equipment performance.
- Scheduling short machine stoppages to address issues identified during Preventive Maintenance (PM).
- Planning equipment overhaul to restore the machine to optimal operating condition.
- Holding regular team meetings to monitor and prevent recurring machine breakdowns.

These actions help strengthen operational control, reduce material loss in the production process and support ongoing waste reduction in manufacturing operations.

3. Quantified targets to minimize waste

To support continuous improvement in waste management, BJC has established a quantified target to reduce waste generation from business activities by 15% by 2032, using 2021 as the base year. This target supports the Company's broader circular economy approach and aligns with national waste management policies.

To monitor progress toward this target, BJC conducts annual tracking of total solid waste generated, recycled, reused and disposed of, categorized by treatment method. This data-driven approach enables the Company to evaluate waste performance and identify opportunities to further reduce waste generation and landfill dependency.

The annual waste disposal target is available on the BJC Sustainability website.
https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=19

4. Waste reduction training provided to employees

Big C provides training programs for store employees to strengthen awareness and understanding of waste reduction practices. The training focuses on the 3R principle (Reduce, Reuse and Recycle) to support waste prevention, material reuse and proper waste segregation for recycling.

These initiatives help employees better understand their role in waste management and strengthen their capability to implement effective waste segregation practices across retail operations, contributing to improved recycling and reduced waste sent to landfill.

5. Integration of recycling programs to reduce the waste sent to landfill

Used Cooking Oil Recycling

BJC promotes responsible resource management by collecting and recycling used cooking oil from its operations. At Berli Jucker Foods Limited (BJF), used oil from the potato frying process is redirected to qualified partners for conversion into biodiesel, supporting renewable energy production and reducing environmental impact.

Business Unit	2023 (kg)	2024 (kg)	2025 (kg)
BJF	18,880	19,490	28,140
Big C	52,255	69,542	110,820
Total	71,135	89,032	138,960

Similarly, Big C Supercenter Public Company Limited (Big C) collects used cooking oil from its kitchens and food courts and redirects it for further processing into industrial products and Sustainable Aviation Fuel (SAF). By repurposing used cooking oil as an alternative energy resource.

Cullet Recycling

Thai Malaya Glass Company Limited (TMG) and Thai Glass Industries Public Company Limited (TGI) collect and recover cullet (waste glass) from external sources for reuse as raw materials in new glass production processes. This recycling initiative supports resource efficiency and promotes a circular economy by reducing the consumption of virgin raw materials. In 2025, a total of 535,372.12 tons of cullet was collected.

2. Circularity in Action

2.1 Food Loss and Food Waste Management

Significance and Exposure

Food loss and food waste represent significant environmental and social challenges, particularly within modern retail supply chains where large volumes of perishable products are handled daily. As a leading retail and manufacturing group, BJC recognizes that ineffective food management can contribute to greenhouse gas emissions, resource inefficiency and food insecurity.

In response, BJC continues to strengthen its food loss and food waste management practices across its operations, focusing on improving inventory management, responsible handling of surplus food and promoting resource efficiency throughout the value chain. These efforts support the Company's commitment to responsible operations and align with the United Nations Sustainable Development Goal (SDG) 12, particularly target 12.3 on reducing food loss and food waste. Through these initiatives, BJC aims to minimize environmental impacts while supporting communities through more responsible food management practices.

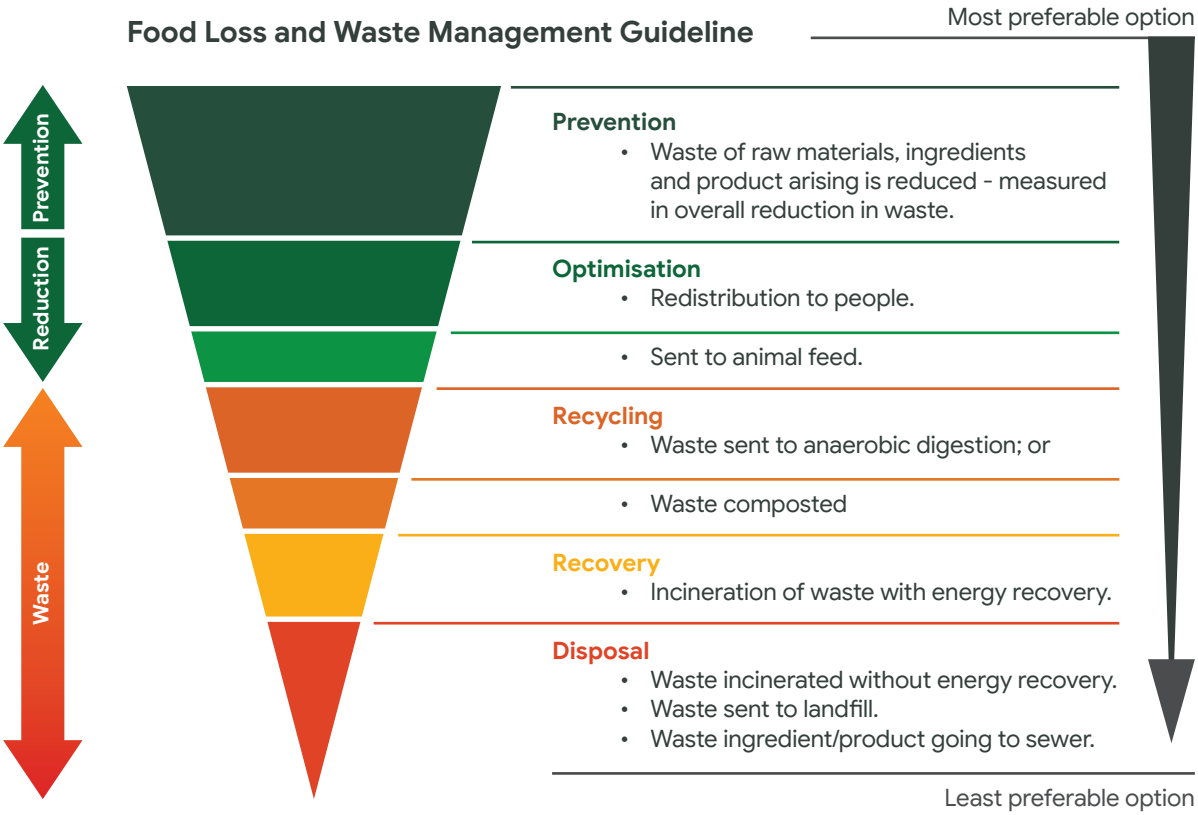
Impacts occur across the value chain, from upstream sourcing and logistics to downstream retail operations and consumer behavior.

Management Approach

BJC manages food loss and food waste through a structured framework aligned with internationally recognized practices. The Company adopts the Food Loss and Waste hierarchy developed by the Food and Agriculture Organization of the United Nations (FAO) as a guiding framework to prioritize prevention and responsible resource management across its operations.

BJC focuses on minimizing food loss and waste throughout the retail value chain by emphasizing prevention at source, including improved inventory planning, product handling and demand management. When surplus food cannot be avoided, the Company prioritizes redistribution for human consumption, supporting communities while reducing unnecessary disposal.

For food that is no longer suitable for consumption, BJC promotes alternative recovery pathways such as animal feed, composting or other recycling processes, ensuring that food resources are utilized efficiently before considering disposal options.



Food Loss & Waste Performance

Indicator (tons)	Base year (2021)	2022	2023	2024	2025
Total weight of all food loss & waste	21,226	19,719	16,941	15,563	14,195
Total weight of food loss & waste volumes used for alternative purposes	2,102	2,781	2,623	2,991	3,869
% Coverage	89.98	91.37	91.42	91.81	91.61

For performance against target, see Sustainability Performance Report 2025. Base year 2021

Food Loss and Waste Management Initiatives

1. Reduce the total volume of food loss & waste

- **Order Planning**

  BJC strengthens its food loss prevention efforts through strategic order planning and demand forecasting across its retail operations. By aligning procurement volumes with customer demand patterns, the Company minimizes excess inventory and reduces the risk of unsold perishable products becoming waste.

  This approach is supported by data-driven demand forecasting and careful inventory management, enabling Big C to adjust procurement volumes and product assortment according to consumption trends. In addition, seasonal sourcing strategies are applied to prioritize ingredients that are naturally abundant during specific periods. This not only enhances product freshness and quality but also improves supply chain efficiency and reduces unnecessary transportation.

- **Value Added Menu**

  To reduce the total volume of food loss and food waste in its operations, Big C implements a value added menu approach that repurposes surplus or unsold fresh ingredients into ready to eat meals and newly prepared menu items. By transforming ingredients that remain suitable for consumption but may not be sold in their original form, the Company maximizes food utilization and prevents them from becoming waste.

  This approach helps extend the lifecycle of fresh ingredients while maintaining strict standards of food safety, quality and hygiene. Through better use of available food resources within its retail operations, Big C reduces unnecessary food waste and promotes more responsible food management practices.

- **Yellow Label**

  To reduce food loss and food waste in store operations, Big C has established the **'Yellow Label'** initiative, which offers ready-to-eat meals at a discounted price when they remain unsold after a certain period of time. These products are clearly displayed in a designated area with visible yellow labels and attractive shelf placement to encourage customers to easily identify and purchase them.

  By improving product visibility and promoting timely sales of near expiry items, the initiative helps accelerate product turnover and prevent safe, edible food from becoming waste. This approach supports more efficient food utilization while continuing to provide customers with safe and affordable meal options.





2. Programs aimed at using food loss & waste for alternative uses

- **Animal feed**

  BJF, a producer of potato snacks, continues to redirect potato by products generated during its production process to local farmers for use as animal feed. This practice enables surplus potato materials that are no longer suitable for further processing to be utilized as a valuable resource rather than becoming waste.

  In 2025, approximately 3,419 tons of potato by-products were repurposed as animal feed. This approach helps reduce food loss from manufacturing operations while supporting local livestock farmers and promoting more efficient resource utilization.

- **Used Cooking Oil for Sustainable Aviation Fuel**

  As part of its commitment to responsible resource management, Big C redirects used cooking oil collected from its store operations for conversion into Sustainable Aviation Fuel (SAF). This approach enables waste cooking oil to be repurposed as a valuable energy resource rather than being treated as waste.

  In 2025, a total of 110,820 kg of used cooking oil was redirected for SAF production. This initiative helps reduce waste from food service operations while supporting the development of cleaner energy alternatives and promoting circular resource utilization.

- **Fresh Potato Optimization Program**

  BJF implemented a fresh potato optimization program to redirect off-spec potatoes that do not meet production requirements for use as seed potatoes in agricultural cultivation. Instead of being discarded as waste, these potatoes are returned to the agricultural value chain for further planting.

  In 2025, the initiative enabled 170.15 tons of fresh potatoes to be reused for agricultural purposes, supporting alternative uses for food loss and promoting circular resource utilization.

3. Collaboration with up/downstream partners to reduce the amount of food loss & waste in the value chain

- **SOS Thailand (Scholars of Sustenance Foundation)**

  Founded to combat food waste and hunger in Thailand, the Scholars of Sustenance Foundation (SOS Thailand) has remained at the forefront of efforts to minimize food waste in the country. Big C continues to support the foundation as one of the Company's key initiatives for managing food loss and food waste.



Through close collaboration with SOS Thailand, Big C works to ensure that surplus food from store operations is safely redistributed to communities in need, including schools, hospitals and other public organizations nationwide. As part of this partnership, SOS Thailand also provides training to participating stores to strengthen their understanding of food handling and donation practices, ensuring that surplus food can be efficiently redistributed while maintaining appropriate safety and quality standards.

In 2025, the program expanded to 64 participating Big C stores, enabling the donation of 69,021.52 kg of surplus food, equivalent to 289,891 meals. This initiative helps prevent edible food from becoming waste while supporting food security for vulnerable communities.

4. Food Loss & Waste Management Training

Within its retail operations, Big C remains committed to minimizing food loss and food waste by strengthening employee awareness and operational practices. The Company provides training programs for store employees to enhance their understanding of operational processes that may lead to food loss and waste.

Through these training initiatives, employees are encouraged to apply appropriate handling, storage and inventory management practices to minimize food loss and ensure more efficient use of food resources across store operations.

2.2 Sustainable Packaging

Significance and Exposure

Under Responsible Growth with Purpose, BJC recognizes packaging as a critical element of responsible consumption and resource efficiency across its value chain. As a company operating across manufacturing, consumer products and modern retail, BJC acknowledges that packaging plays an essential role in product protection, safety and accessibility, while also presenting environmental challenges related to resource consumption and waste generation. With increasing regulatory expectations, evolving consumer awareness, and global sustainability standards, packaging management has become an important strategic issue for businesses worldwide. In Thailand, the development of Extended Producer Responsibility (EPR) policies is accelerating the transition toward more accountable packaging systems, requiring producers and retailers to take greater responsibility for the lifecycle of packaging materials.

For BJC operations, its extensive value chain relationships mean that packaging impacts may arise both upstream and downstream from raw material sourcing and product design to distribution, retail and post-consumer waste management. Potential challenges include limited recycling infrastructure, and growing regulatory requirements related to packaging waste. The transition toward circular packaging systems presents significant opportunities for innovation, efficiency and long-term value creation. Moreover, by redesigning packaging solutions, increasing recyclability, and collaborating with stakeholders across the value chain, BJC aims to minimize environmental impacts while supporting Thailand's broader transition toward a circular economy.

EPR frameworks enable BJC to strengthen regulatory readiness, enhance operational resilience, and reinforce stakeholder trust. Conversely, insufficient preparation may expose companies to higher compliance costs, reputational risks, and supply chain disruptions. As such, responsible packaging management has become a key component of BJC's strategy to achieve sustainable growth while delivering meaningful value to society and the environment.

Management Approach

BJC integrates circular economy principles into its packaging design, material sourcing and waste management practices to support responsible resource use and long-term environmental sustainability. The company manages both actual and potential impacts by focusing on reducing packaging waste, improving material efficiency, and increasing the recyclability and reusability of packaging materials throughout the value chain.

Through its corporate 1+5 strategy, BJC has established a target to reduce packaging volume intensity by 15% per revenue by 2032, using 2021 as the base year. This target reflects the company's commitment to improving resource efficiency while maintaining product safety, quality and functionality. To achieve these goals, BJC promotes design for circularity, which prioritizes recyclable materials, reusable packaging solutions, and material reduction strategies. Collaboration with suppliers, manufacturers, retailers and recycling partners plays a key role in improving packaging systems and strengthening circular value chains.

These initiatives are integrated into BJC's broader environmental management framework and contribute to the company's long-term sustainability objectives, including reducing environmental impacts, supporting responsible consumption, and advancing circular economy practices.

BJC also collaborates with recycling partners and monitors packaging-related performance through internal data systems to track material usage, recyclability, and progress toward its reduction targets. These processes support transparency, accountability and continuous improvement in packaging management.

Sustainable Packaging Commitment

BJC recognizes packaging waste as a material sustainability issue across its manufacturing, marketing and distribution activities. In alignment with its commitment to support sustainable living and responsible consumption, the company continuously seeks opportunities to improve packaging design while minimizing environmental impacts. BJC manages various packaging materials, including plastic, glass, paper, wood and metals such as aluminum, ensuring that packaging solutions maintain product safety and quality while enabling reuse, recycling and material recovery wherever possible.

As a packaging manufacturer and consumer goods producer, BJC plays an active role in developing innovative packaging solutions that respond to customer needs while supporting circular economy principles. By integrating sustainability considerations into packaging design and material selection, BJC aims to reduce waste generation, improve resource efficiency and extend the lifecycle of packaging materials. Through continuous innovation and collaboration across the value chain, BJC seeks to ensure that its packaging solutions remain functional, market-relevant and environmentally responsible.

Sustainable Packaging Management

BJC's long-term 1+5 strategy supports responsible packaging management by targeting a 15% reduction in packaging volume per revenue by 2032, using 2021 as the baseline. This approach embeds packaging efficiency into the company's environmental objectives, helping to reduce resource consumption and environmental impacts throughout the value chain. Additionally, as Thailand continues to advance its Extended Producer Responsibility (EPR) policies, BJC proactively aligns its packaging management practices with emerging regulatory expectations. The company supports national waste management efforts by promoting responsible packaging collection, recycling, environmentally sound disposal practices, and regulatory alignment. BJC actively advances circular economy principles through collaboration and innovation. As a co-founder of the Thailand Supply Chain Network (TSCN), the company works with industry partners, policymakers and stakeholders to improve packaging systems and strengthen recycling infrastructure in Thailand.

BJC continues to develop packaging solutions designed for recyclability and reuse while engaging suppliers, consumers and recycling partners to improve packaging design and waste management practices. Stakeholder feedback and performance monitoring are used to evaluate effectiveness and support continuous improvement.

Through these efforts, BJC aims to strengthen responsible packaging management while supporting its broader ambition of delivering responsible growth with purpose and contributing to a more sustainable and circular economy.

Packaging Management Program 2025

Packaging with a critical role in product delivery by ensuring product quality, safety and consumer satisfaction. However, the increasing environmental impacts associated with packaging materials, particularly plastics and the management of post-consumer waste have elevated packaging sustainability to a key corporate responsibility and strategic priority.

BJC, The commitment to excellence extends beyond product performance to include responsible environmental stewardship. While continuously improving product quality and functionality, the company places equal emphasis on developing and implementing sustainable packaging solutions that support resource efficiency and waste reduction.

BJC's strategic initiatives aimed at strengthening packaging sustainability across its operations. The programs highlighted in this report focus on reducing plastic usage, increasing recycled content, improving recyclability, adopting renewable or alternative materials, and promoting packaging design aligned with circular economy principles. These initiatives support BJC's commitment to reducing plastic packaging by 15% by 2032.

Through a structured and innovation-driven approach, BJC seeks to address packaging-related environmental challenges while creating long-term value for both the business and society. The initiatives presented in this report reflect BJC's ongoing efforts to enhance environmental performance, improve resource efficiency, and demonstrate leadership in responsible packaging management.

Programs to Increase the Use of Reusable Packaging

- **Hygiene Refill Station Store**

  Since 2021, Big C has partnered with I.P. One Company Limited, the manufacturer and distributor of Hygiene products, to introduce the "Hygiene Refill Station", an innovative fabric softener refill solution first launched at Big C Extra Mega Bangna.



  The collaboration aims to encourage more sustainable consumption by promoting packaging reuse and reducing reliance on single-use plastic containers. Through this initiative, customers can conveniently refill fabric softener products, helping to minimize plastic waste while supporting broader environmental objectives and the transition toward a circular economy.

As of 2025, Hygiene Refill Stations have been installed at 11 Big C branches: Mega Bangna, On Nut, Bang Yai, Rangsit 1, Ladprao, Tiwanon, Rama 4, Saphan Khwai, Phetkasem 2, Ratchadaphisek Extra and Suksawat.

- **Cellox Refill Box**

  Berli Jucker Cellox Limited (BJC Cellox) promoted reusable packaging through “Cellox Rosy” refill box tissue products, with sales of more than 199,000 boxes in 2025, it encourages consumers to reuse tissue boxes instead of purchasing new packaging, can reduce packaging waste, conserve materials, and promote more sustainable consumption behavior.

- **Paper Tray Reuse Program for Packaging and Delivery**

  As part of its Programs to Increase the Use of Reusable Packaging, BJC Glass, in collaboration with the Packaging Material Control (PMC) department, identified plastic and paper trays that can be reused in subsequent distribution cycles. Clear procedures and operational guidelines were established to ensure proper tray reuse within the distribution process, reducing the need to purchase new trays. In 2025, this initiative reduced plastic waste by approximately 14 tons and generated cost savings of about 1.1 million THB.

Programs to Increase the Use of Recyclable Packaging

- **Recyclable Packaging for Fresh Bakery Products**

  Big C has expanded the use of recyclable packaging for its own-brand “We Are Fresh” bakery products by choosing paper-based packaging certified by the Forest Stewardship Council (FSC). FSC certification ensures that the materials are sourced from responsibly managed forests, while the recyclable design enables the packaging to be recovered and recycled after use. This initiative demonstrates Big C’s commitment to increasing recyclable packaging, promoting responsible sourcing and supporting packaging circularity and waste reduction.



Programs to Phase Out Single-Use Plastic Packaging

- **Packaging Design and Optimization Program**

  Berli Jucker Foods (BJF) introduced a packaging optimization program that reduces the number of polyethylene (PE) film layers from five to four in product packaging, the initiative significantly decreases plastic consumption while maintaining packaging functionality and product quality, and plastic usage reduced by 35 tons in 2025 efforts to phase out single-use plastics.

- **DMP baby bath bottle Packaging Design and Optimization Program**

  DMP Baby Bath implemented a packaging optimization initiative as part of its programs to phase out single-use plastic packaging by redesigning the DMP Baby Bath bottle to improve material efficiency while maintaining product functionality and consumer usability. Through this redesign, the plastic usage per bottle was reduced from 42 grams to 33 grams in 2025, contributing to lower single-use plastic consumption and improved packaging sustainability.

- **Parrot Shower Cream Bottle Lightweighting**

  Under its programs to phase out single-use plastic packaging, the company initiated a bottle redesign project for Parrot Shower Cream. The bottle shape was carefully modified to remain visually close to the original design to maintain brand recognition while optimizing the structure to reduce material usage. As a result, the bottle weight was reduced from 40 grams to 33 grams, helping decrease single-use plastic use while preserving product integrity and consumer experience.

DMP baby bath bottle Packaging Design and Optimization Program



Parrot Shower Cream Bottle Lightweighting



Programs to Increase the Use of Recycled Materials as Packaging Solutions

- **BJC Glass Reduces Plastic Use and Promotes 100% Recycled Content**

  BJC Glass has implemented the use of plastic pallets for packaging and product transportation as part of its efforts to enhance sustainability within packaging and logistics operations. These pallets are manufactured from recycled materials, including 100% recycled Polypropylene (PP) and Recycled High-Density Polyethylene (rHDPE), supporting the efficient reuse of plastic resources and reducing reliance on virgin materials.

  Through the use of recycled plastic pallets, BJC Glass committed to minimizing environmental impacts across its supply chain. In 2025, the company discontinued the purchase of new plastic pallets and successfully increased the use of recycled materials over 70% in 2025. All pallet components used in the packaging systems are produced from 100% recycled plastic, reinforcing the company's circular resource management approach. As a result, the proportion of recyclable plastic used by BJC increased to more than 90%.

  This initiative contributes to BJC's objective to reduce overall plastic packaging consumption and increase the use of recycled materials as packaging solution across its operations.

Programs to Ensure that Recyclable Packaging Is Actually Recycled

- **Big C Circular Packaging**

  Big C Distribution Center has partnered with SCG Packaging, a leading integrated packaging solutions provider in Asia, to collect packaging waste generated throughout its distribution operations. This includes materials such as cardboard boxes, plastic film and plastic strapping.

  Big C Circular Packaging collected materials are delivered to SCG Packaging's recycling facilities, where they are carefully sorted and processed. This ensures that recyclable packaging is effectively recovered, recycled and diverted from landfill disposal.

No. of Big C branches	Total weight of packaging collected (ton)
117	8,304

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

- **Packaging Development for Parrot body wash**

  RIL improved Parrot body wash packaging by using Lightweight HDPE plastic. This initiative has successfully reduced the plastic weight per bottle from 40g to 36g and reduced greenhouse gas emissions from waste disposal by 40 tCO_2e

- **Big C implemented limestone-based material 'LIMEX' for shopping baskets.**

  Since 2023, BJC has continued to strengthen its investment in research and development (R&D) to advance sustainable packaging innovation and alternative materials, developing biodegradable, compostable and recyclable solutions that support the company's circular economy strategy and reduce environmental impacts associated with conventional packaging materials.

  As part of this initiative, Big C has implemented LIMEX for shopping baskets used across its retail formats. LIMEX is composed of more than 50% inorganic materials, primarily calcium carbonate derived from limestone, which significantly reduces dependence on petroleum-based plastics and contributes to lower greenhouse gas emissions.

  The LIMEX shopping baskets are designed to maintain the durability and functionality of conventional plastic baskets, ensuring a consistent and convenient shopping experience for customers.

2.3 Downstream Waste

BJC recognizes that waste is generated across various stages of its value chain and that its activities contribute to waste-related impacts. The Company acknowledges the importance of managing these impacts in line with the waste hierarchy, with a focus on waste prevention, reduction, reuse and recycling, in order to mitigate environmental impacts and create value for society.

Within BJC's glass operations, the manufacturing of glass bottles results in products that, after use, become post-consumer waste, contributing to downstream waste-related impacts. While such post-consumer glass bottles are not classified as the Company's operational waste, they are considered a significant waste-related impact within the value chain.

To manage these impacts, BJC implements circularity-driven approaches by promoting the collection and recycling of used glass bottles. This supports improved resource efficiency and increases the use of recycled materials (cullet) as secondary raw materials in the production process.

BJC emphasizes collaboration with customers and partners as a key mechanism to manage waste-related impacts, including initiatives to increase collection rates and expand the use of post-consumer cullet in manufacturing. In 2025, BJC Glass, led by Thai Malaya Glass Company Limited (TMG) partnered with Thai Beverage Recycle Company Limited (TBR) to implement a glass bottle take-back initiative. This program supports the collection and recycling of post-consumer glass into cullet for reuse in the production process, in line with circular economy principles. The partnership includes a purchase agreement with a total value of over THB 15,000 million. This initiative contributes to reducing waste generation, diverting waste from landfill, and enhancing resource circularity across the value chain.





Building on this approach, BJC Glass has also expanded its efforts through area-based initiatives. In 2026, the Company collaborated with TBR and local authorities in Koh Lanta, Krabi Province, to implement the “Glass Returns” project under an Extended Producer Responsibility (EPR) framework. The initiative aims to establish an effective system for the collection and recycling of post-consumer glass bottles in island communities, where waste management poses unique challenges. Through this project, more than 200 tons of glass bottles were collected and diverted into recycling streams. This initiative not only strengthens waste management systems in tourism-driven areas but also promotes stakeholder engagement and supports the transition toward a circular economy at the community level.

Corporate Governance, Accountability and Business Ethics

Governance Structure and Leadership

1) Board of Directors Commitment

In alignment with its purpose of "Growing our businesses responsibly while creating long-term value for people, society and the environment", Berli Jucker Public Company Limited (BJC) recognizes that strong corporate governance forms the foundation of Responsible Growth with Purpose. Robust governance enables the Company to balance business performance with accountability, integrity and long-term stakeholder value.

With over 143 years of continuous operations, BJC has developed and strengthened a governance structure that supports transparency, ethical leadership, accountability and long-term value creation. The Board of Directors (BOD) serves as the highest governance body of the Company and is responsible for setting strategic direction, overseeing risk management and ensuring that sustainability considerations are fully integrated into corporate decision-making.

The Board provides oversight of the Company's long-term business strategy, financial performance, enterprise risk management framework, and environmental, social and governance (ESG) priorities. Sustainability-related risks and opportunities are reviewed regularly to ensure alignment with evolving regulatory expectations, stakeholder concerns and global sustainability developments. Through structured reporting mechanisms, performance dashboards and committee oversight, the Board monitors management performance and holds executives accountable for achieving strategic objectives, compliance standards and sustainability commitments.

The Board oversees due diligence processes to identify and manage impacts on the economy, environment and society, including reviewing risk assessments, materiality analyses and stakeholder engagement outcomes and considers these inputs in guiding strategic priorities and governance decisions.

Feedback from stakeholders is systematically collected through surveys, engagement sessions and grievance mechanisms and is analyzed to identify key concerns and areas for improvement. Insights from these engagements are used to enhance governance practices, strengthen internal controls and refine risk management processes. Feedback collected from suppliers and business partners through these processes is used to improve due diligence procedures, enhance monitoring approaches and strengthen risk management practices across the value chain.

The Board regularly reviews the effectiveness of due diligence and impact management processes through periodic assessments, including quarterly performance reviews and annual governance evaluations. Outcomes from these reviews are used to enhance governance practices, improve risk management systems and strengthen oversight mechanisms. The Company tracks the effectiveness of its actions through regular monitoring processes, using key performance indicators such as KPIs. Progress is evaluated against established targets and the results are reviewed by management to assess the effectiveness of the actions and identify areas for improvement.

- **Ethical Leadership and Policy Commitments**

  The Board of Directors plays a central role in defining and upholding BJC's ethical standards and governance expectations. The Board formally approves, reviews and periodically updates key corporate policies to ensure alignment with evolving regulatory requirements, stakeholder expectations and international best practices.

  These policies establish the foundation of responsible conduct across the organization and define clear standards for behavior, accountability and compliance. Core governance policies include:

  - Code of Conduct
  - Anti-Corruption and Bribery Policy
  - Risk Management Policy
  - Sustainability Policy
  - Human Rights Policy
  - Supplier Code of Conduct
  - Whistleblowing Policy

  These policies are aligned with internationally recognized frameworks, including the United Nations Global Compact (UNGC) and the UN Guiding Principles on Business and Human Rights and apply across the Company's operations and business relationships.

  BJC adopts a zero-tolerance approach toward corruption, fraud, discrimination, harassment, anti-competitive conduct, human rights violations and environmental non-compliance. Ethical standards apply uniformly to directors, executives, employees, contractors and business partners operating within BJC's governance framework.

  Leadership accountability is reinforced through tone-at-the-top practices, where senior management actively communicates ethical expectations and demonstrates responsible conduct in decision-making, resource allocation and risk oversight.

- **Governance Integration and Accountability Framework**

  To ensure that policy commitments are effectively implemented across the organization, BJC embeds governance principles into operational systems, internal controls and performance management processes.

  Embedding mechanisms include:

  - Mandatory policy acknowledgment by employees upon onboarding and annually thereafter
  - Structured ethics and compliance training programs across all levels
  - Clear delegation of authority and segregation of duties
  - Integration of governance and compliance indicators into performance evaluations
  - Internal audit reviews and compliance assessments
  - Risk-based monitoring in high-risk operational areas

  Governance responsibilities are clearly assigned to functional leaders to ensure accountability and oversight. Performance against governance objectives is reviewed periodically by management and reported to relevant Board Committees. Responsibilities for implementing governance commitments are allocated across multiple levels of the organization, including the Board of Directors, senior management and operational functions. The Board provides oversight and strategic direction, senior management is responsible for translating policies into actionable plans and operational teams are responsible for day-to-day implementation and compliance.

Through this structured integration approach, BJC ensures that policy commitments are not merely declarative statements but are operationalized across daily business activities.

- **Responsible Business Practices Across the Value Chain**
  BJC extends its governance standards beyond its own operations by incorporating ethical expectations into supplier and business partner relationships, reinforcing responsible business conduct across the value chain.

  Governance requirements are embedded into supplier contracts and procurement procedures. Suppliers are expected to comply with BJC's Supplier Code of Conduct, including standards related to anti-corruption, labor rights, environmental responsibility and fair business practices.

  The Company conducts assessments, monitoring activities and engagement sessions to strengthen supplier awareness and ensure alignment with governance standards throughout the value chain.

- **Monitoring, Assurance and Continuous Improvement**
  The effectiveness of governance and policy implementation is supported by internal control systems, compliance reviews and independent audit functions.

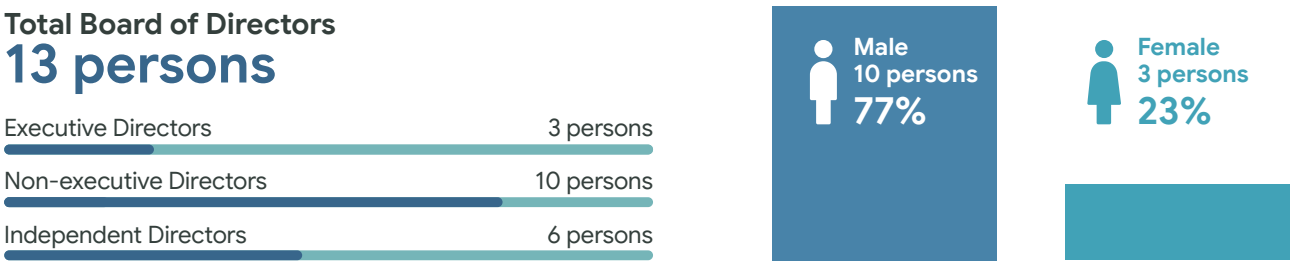
  Findings from audits and monitoring activities are reported to relevant Committees and the Board. Where gaps are identified, corrective actions are implemented and systems are strengthened to prevent recurrence.

  This structured oversight approach reinforces transparency, enhances accountability and supports continuous improvement in governance practices.

2) Governance Structure

BJC is governed by a Board of Directors comprising 13 directors as of 31 December 2025, including 3 executive directors and 10 non-executive directors, of whom 6 are independent directors. The number of independent directors is in accordance with the criteria prescribed by the Stock Exchange of Thailand (SET).

Board of Directors Composition



BOD Average tenure 9.46 years

The Board structure reflects diversity in gender, professional background, industry experience and tenure, supporting balanced and well-informed decision-making. The Board includes 23% female directors and an average tenure of 9.46 years. Directors collectively bring expertise across retail operations, finance, risk management, sustainability, legal compliance and strategic leadership.

In addition, the Company considers the overall capacity and external commitments of each director to ensure that they are able to effectively fulfill their roles and responsibilities. The number of other significant positions held by each director, including directorships in other listed companies and professional appointments, is reviewed to ensure no conflict of interest and sufficient time dedication.

The Board also recognizes the importance of diversity beyond gender and professional background. While current Board composition emphasizes diversity in skills, experience and gender, the Company continues to consider broader diversity aspects, including under-represented social groups, as part of its ongoing board succession planning and nomination process.

The Board structure is designed to ensure balanced and independent judgment, with independent directors playing a key role in representing the interests of shareholders and other stakeholders. This composition supports transparent decision-making and strengthens accountability to stakeholders across the value chain.

The separation of roles between the Chairman of the Board and the Chief Executive Officer ensures effective segregation of duties and prevents concentration of authority. The Chairman of the Board, Prof. Pirom Kamolratanakul, M.D., M.Sc., serves as an independent director, reinforcing independent oversight. This governance arrangement strengthens objective oversight, enhances accountability and promotes transparent decision-making.

To support its oversight responsibilities, the Board has established five key committees, each operating under formally approved Terms of Reference that define their authority, scope of responsibilities and reporting obligations:

- Executive Board
- Audit Committee
- Nomination and Remuneration Committee
- Risk Management Committee
- Sustainable Development Committee

Each committee plays a specific role in overseeing the Company's impacts on the economy, environment and society. The Sustainable Development Committee oversees environmental and social impacts, the Risk Management Committee oversees enterprise and sustainability-related risks, and the Audit Committee oversees governance, compliance and control processes.

Each committee regularly reports its findings, recommendations and significant matters to the Board of Directors to ensure effective checks and balances across the organization.

Senior management and relevant functions report to the Board and its committees on a quarterly basis through structured reporting mechanisms, including risk reports, sustainability performance updates and compliance reports.

- **The Executive Board** supports the Board in reviewing business performance, investment planning, cost management, sustainability implementation and operational risk oversight. The Executive Board provides recommendations to the Board to facilitate informed strategic decisions. The Board delegates responsibility for managing ESG impacts and operational execution to the Executive Board and senior management, supported by clearly defined accountability structures. In 2025, the Executive Board held 6 meetings.

- **The Audit Committee** supervises the integrity of financial reporting, the effectiveness of internal control systems, regulatory compliance and the performance of internal and external audit functions. It also reviews related-party transactions and significant financial matters. In 2025, the Audit Committee held 6 meetings.

- **The Nomination and Remuneration Committee** oversees board composition, succession planning, executive appointments and remuneration structures. It ensures that compensation policies align with corporate performance, long-term value creation and governance principles. In 2025, the Nomination and Remuneration Committee held 3 meetings.

- **The Risk Management Committee** oversees enterprise-wide risk management, including strategic, operational, financial, regulatory and sustainability-related risks. It monitors risk mitigation measures and ensures alignment with the Company's Enterprise Risk Management framework. The Risk Management Committee comprises independent and non-executive directors to ensure objective oversight. In 2025, the Risk Management Committee held 4 meetings.

- **The Sustainable Development Committee** oversees ESG strategy, climate-related risks and opportunities, environmental and social performance and sustainability disclosures. The Committee ensures that sustainability considerations are integrated into business strategy and operational decision-making. In 2025, the Sustainable Development Committee held 4 meetings.

At the management level, sustainability and ESG-related responsibilities are supported by a dedicated executive-level committee, comprising senior management representatives, to drive implementation and monitor performance across business units.

Meeting attendance rates and detailed disclosures are presented in the Corporate Governance Report to further enhance transparency and accountability.

This governance structure ensures clear oversight, effective delegation of authority, transparent reporting lines and strategic alignment across the organization, reinforcing BJC's commitment to accountability, responsible leadership and sustainable long-term growth.

3) Board Knowledge and Skill Metrics

The Nomination and Remuneration Committee applies a structured selection and evaluation process to ensure that Board members collectively possess the knowledge, experience and competencies necessary to oversee sustainable value creation, based on defined nomination criteria, including qualifications, experience, independence, diversity and alignment with the Company's strategic priorities.

The nomination process also considers the needs and expectations of key stakeholders, as well as the Company's material impacts and strategic direction, to ensure that Board composition supports effective oversight and long-term value creation.

The Board Skills Matrix is used to assess competencies across key areas, including retail operations, financial management, risk oversight, sustainability governance, regulatory compliance, digital transformation and supply chain management.

Board members bring diverse professional backgrounds spanning energy, consumer staples, healthcare, financial services, industrial sectors and retail business operations. This diversity strengthens strategic oversight and enhances the Board's ability to respond to complex and evolving challenges, including consideration of diversity in skills, experience and gender. Board members are formally nominated and appointed through a transparent process, with final approval by shareholders at the Annual General Meeting, in accordance with applicable regulations and corporate governance practices.

To maintain collective competence, the Board receives regular briefings and updates on emerging risks, ESG regulatory developments, climate-related risks, cybersecurity issues, geopolitical uncertainties and supply chain disruptions. Continuous education and knowledge-sharing initiatives ensure that the Board remains equipped to oversee the Company's economic, environmental and social impacts effectively.

Directors' Experience and Skills (as of 31 December 2025)

No.	Name	Directors' skills and experience													
		Energy	Materials	Industrials	Consumer Discretionary	Consumer Staples	Healthcare	Financials	Information Technology	Communication Service	Utilities	Real Estate Executive	Retail Business	Risk Management	Internal Audit
1	Prof. Pirom Kamolratanakul, M.D., M.Sc.	✓	✓	✓	✓	✓	✓								
2	Mr. Thapana Sirivadhanabhakdi			✓	✓	✓	✓	✓					✓	✓	
3	Ms. Potjanee Thanavaranit							✓			✓	✓		✓	✓
4	Mr. Thirasakdi Nathikanchanalab		✓	✓	✓	✓	✓	✓						✓	
5	Mr. Prasert Maekwatana			✓	✓	✓		✓		✓			✓	✓	
6	Mr. Tevin Vongvanich	✓						✓						✓	
7	Police General Krisna Polananta	✓								✓					✓
8	Mr. Rungson Sriworasart													✓	✓
9	Associate Prof. Kamjorn Tatiyakavee, M.D.						✓		✓						
10	Associate Prof. Pimpana Srisawadi, DBA.							✓						✓	✓
11	Mr. Aswin Techajareonvikul			✓	✓	✓	✓	✓					✓		
12	Mrs. Thapanee Techajareonvikul				✓	✓		✓					✓		
13	Mr. Prapakon Thongtheppairot				✓	✓		✓				✓	✓	✓	✓

4) Nomination and Remuneration Process

The Nomination and Remuneration Committee is responsible for defining policies and procedures for board nomination, executive succession planning and remuneration determination. The Committee also oversees succession planning for key leadership positions, including the Chief Executive Officer, to ensure leadership continuity and alignment with the Company's long-term strategic direction.

Board candidates are evaluated based on professional qualifications, industry experience, independence, diversity considerations and alignment with the Company's long-term strategic needs, through a structured and transparent nomination process. The nomination process also considers the views of key stakeholders, including shareholders, to ensure that Board composition reflects stakeholder expectations and supports effective governance and long-term value creation.

The Committee also oversees executive remuneration policies to ensure that compensation structures align with business performance, risk management principles and long-term value creation. Performance-based incentives are designed to promote accountability, ethical conduct and sustainable growth.

The Company's remuneration policy for members of the highest governance body and senior executives comprises both fixed and variable components. Fixed remuneration includes base salary, director fees and benefits, while variable remuneration is linked to performance outcomes and may include annual bonuses and long-term incentives.

The remuneration framework is implemented in accordance with the Company's governance policies and applicable regulations. Where relevant, additional remuneration elements such as recruitment incentives, termination payments and retirement benefits may be provided in line with contractual agreements and regulatory requirements. Measures to address misconduct, including disciplinary actions and remuneration adjustments, may be applied in accordance with Company policies.

Remuneration structures incorporate performance indicators linked to financial results, operational performance and sustainability-related objectives, where applicable.

Remuneration proposals are reviewed annually and submitted to the Board and shareholders for approval in accordance with corporate governance best practices.

The Company does not engage external remuneration consultants in determining remuneration policies and where such consultants are engaged, they are required to be independent of the Company, its highest governance body and senior executives. The Nomination and Remuneration Committee is responsible for reviewing and determining remuneration based on internal governance frameworks and applicable benchmarks.

A portion of executive variable remuneration is linked to sustainability and ESG-related performance indicators, including environmental performance, compliance and governance metrics, to reinforce accountability for responsible business practices.

The Company also maintains provisions to address misconduct, including the potential adjustment or recovery of variable remuneration in accordance with internal policies.

5) Board Performance Evaluation

BJC conducts annual performance evaluations of the Board of Directors through structured self-assessments and independent external assessments in accordance with the criteria of the Stock Exchange of Thailand (SET). The evaluation framework covers board competencies, governance practices, strategic oversight and sustainability governance.

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

The evaluation results are reviewed by the Nomination and Remuneration Committee and reported to the Board of Directors to ensure transparency and objectivity. In 2025, the assessments confirmed that all Board members met the established performance and competency requirements, demonstrating strong governance and oversight practices.

The outcomes are formally documented and used to support board development, succession planning and continuous improvement, including reviews of board composition, adjustments to the composition of the highest governance body, enhancements to governance and organizational practices, and the implementation of targeted competency development programs.

Where improvement areas are identified, appropriate action plans are developed and implemented to enhance board effectiveness and governance practices.

6) Risk and Crisis Management

BJC maintains a structured Enterprise Risk Management (ERM) framework designed to identify, assess, manage and monitor risks that may affect the Company's strategic objectives, operational continuity, financial performance and sustainability commitments.

Governance Oversight of Risk

The Board of Directors retains ultimate responsibility for overseeing risk management. Risk oversight is delegated to the Risk Management Committee, which reports regularly to the Board on significant risk exposures, mitigation strategies and emerging risk trends.

The Board defines the Company's overall risk appetite and ensures that risk exposures remain within acceptable thresholds aligned with strategic priorities and stakeholder expectations. Risk tolerance levels are reviewed periodically to reflect changes in economic conditions, regulatory developments and sustainability-related challenges.

The collective expertise of the Board, supported by structured briefings and specialized updates, enables effective oversight of strategic, financial, environmental, social and governance risks.

Enterprise Risk Management Framework

The ERM framework encompasses the following key risk categories:

- Strategic and market risks
- Operational risks
- Financial and liquidity risks
- Regulatory and compliance risks
- ESG and climate-related risks
- Reputational and stakeholder risks
- Emerging and geopolitical risks

Risk identification and evaluation are conducted through structured assessments across business units. Risks are evaluated based on impact and likelihood, with mitigation plans developed and monitored through defined reporting channels.

ESG and climate-related risks, including transition risks, physical risks, regulatory changes and supply chain vulnerabilities, are integrated into the ERM framework and reviewed by both the Risk Management Committee and the Sustainable Development Committee to ensure alignment with long-term resilience objectives.

Information and Cybersecurity Risk Management

BJC recognizes information security and cybersecurity as important components of operational resilience and stakeholder trust. The Company has established governance structures, policies and risk management processes to safeguard digital systems, customer data and confidential business information. Cyber-related risks are integrated into the enterprise risk management framework and are regularly reviewed by management and relevant Board Committees. Detailed operational measures and technical controls are disclosed on the Company's website.

Crisis Management and Escalation Protocol

BJC has established a Crisis Management Support Team (CMST) responsible for coordinating responses to significant incidents and business disruptions.

The Company applies a tiered escalation protocol to classify incidents based on severity and potential impact. Incidents with material financial, operational, environmental, social, legal, or reputational implications are escalated immediately to senior management and relevant Board Committees. Where appropriate, significant matters are communicated directly to the Board of Directors.

Monthly incident summaries are consolidated and reviewed, while high-severity incidents are subject to immediate reporting and follow-up oversight.

Processes to Remediate Negative Impacts

When adverse impacts or control failures are identified, BJC follows a structured remediation framework that includes:

1. Investigation and fact-finding
2. Root cause analysis
3. Corrective action planning
4. Disciplinary measures where applicable
5. System enhancement and control improvement
6. Monitoring and follow-up review
7. Reporting to relevant Committees and the Board

Where impacts affect stakeholders, appropriate corrective actions are implemented to address and mitigate consequences and stakeholders are provided with appropriate avenues for remedy where applicable. Lessons learned are incorporated into policy and control enhancements to prevent recurrence.

Mechanisms for Raising Concerns and Risk Reporting

Risk identification is supported by multiple reporting channels, including internal reporting systems, compliance monitoring and the Company's whistleblowing mechanism.

Employees and relevant stakeholders are encouraged to report suspected misconduct, regulatory non-compliance, fraud, safety risks, or other critical concerns through confidential and protected channels, which are accessible to both internal and external stakeholders. Reports are reviewed independently and escalated to appropriate governance bodies when necessary.

These mechanisms strengthen early risk detection and reinforce a culture of transparency and accountability.

Compliance with Laws and Regulatory Requirements

BJC maintains a structured compliance management system supported by the Legal, Risk and Internal Audit functions. Regulatory developments are monitored continuously to ensure alignment with applicable laws and standards across jurisdictions.

Compliance performance is reviewed periodically and findings are reported to the Audit Committee and Risk Management Committee. Where instances of non-compliance occur, corrective measures are implemented promptly, including process improvements and additional training.

The Company remains committed to maintaining strong internal controls and regulatory compliance to safeguard stakeholder interests and corporate integrity.

During the reporting period, no significant instances of non-compliance with laws and regulations were identified.

Monitoring and Effectiveness Review

The effectiveness of risk mitigation measures and crisis response protocols is evaluated through:

- Internal audit reviews
- Risk control self-assessments
- Simulation exercises and crisis drills
- Post-incident evaluations
- Committee oversight and Board review

Continuous improvement mechanisms ensure that risk management processes remain responsive to evolving business conditions and emerging sustainability challenges.

Business Ethics (Ethics, Integrity and Compliance)

1) Business Ethics

BJC is committed to conducting business with integrity, fairness and accountability. Ethical conduct forms a fundamental pillar of the Company's governance framework and supports long-term stakeholder trust and sustainable value creation.

The Board of Directors, as the highest governance body, formally approves and periodically reviews ethics-related policies, including the Code of Conduct and Anti-Corruption and Bribery Policy, to ensure alignment with evolving regulatory requirements, stakeholder expectations and international best practices, including the United Nations Global Compact and the UN Guiding Principles on Business and Human Rights. These commitments include conducting due diligence, applying the precautionary principle and respecting human rights across operations and business relationships. These policies apply to directors, executives, employees, contractors and business partners operating under BJC's governance structure.

The Company maintains a zero-tolerance approach toward corruption, fraud, discrimination, harassment, anti-competitive behavior, human rights violations and environmental non-compliance.

Ethical expectations are reinforced through tone-at-the-top leadership, regular communication from senior management and clearly defined accountability mechanisms across all business units and are embedded into organizational strategies, operational policies, procedures, training programs, internal controls and performance management systems.

Responsibilities for implementing ethical commitments are clearly assigned across multiple levels of the organization, including the compliance function, sustainability team, procurement teams and line management. Senior management is responsible for oversight and policy implementation, while operational teams are responsible for day-to-day compliance. The Company communicates its ethical standards and policy commitments to employees, business partners and other relevant stakeholders through training programs, internal communications, supplier engagement and publicly available disclosures. These policies are publicly available on the Company's website.

2) Code of Conduct

BJC has established a comprehensive Code of Conduct that defines expected standards of behavior and professional responsibility. The Code provides guidance on ethical decision-making and applies uniformly across the organization. The Code of Conduct is aligned with internationally recognized frameworks, including the United Nations Global Compact (UNGC) and other relevant international standards and reflects the Company's commitment to conducting due diligence to identify, prevent, mitigate and account for impacts, applying the precautionary principle and respecting human rights across its operations and business relationships.

The Code addresses, among others:

- Conflicts of interest
- Anti-corruption and bribery
- Gifts and hospitality
- Fair competition and anti-trust compliance
- Confidential information and data protection
- Respect for human rights
- Non-discrimination and equal opportunity
- Responsible sourcing and supplier conduct

The Code of Conduct is supported by the Anti-Corruption and Bribery Policy, which provides detailed guidelines on gifts and hospitality, political contributions, charitable contributions and other forms of potential conflict of interest. The Company has established formal procedures to identify, disclose and manage conflicts of interest. Directors and employees are required to declare potential conflicts on a regular and ongoing basis. The Board of Directors and the Audit Committee, as part of the highest governance body, are responsible for reviewing conflict of interest transactions in accordance with applicable laws and regulations, including those of the Stock Exchange of Thailand. Reports of conflicts of interest are submitted to the Chairman of the Board and the Audit Committee for review and oversight. Appropriate mitigation measures, including recusal from decision-making and enhanced monitoring, are applied where necessary to prevent and manage conflicts of interest.

All employees are required to acknowledge compliance with the Code of Conduct upon onboarding and annually thereafter.

- Percentage of employees who completed Code of Conduct training in 2025: 100%
- Percentage of new employees receiving ethics training: 100%

The Company provides regular anti-corruption and ethics training programs to employees across all levels to ensure awareness and understanding of applicable policies and procedures.

The Company monitors communication and training coverage on anti-corruption policies, including the percentage of employees trained, and where applicable, tracks data by employee category and operational region.

3) Anti-Corruption and Fraud Prevention

BJC maintains a corporate-wide Anti-Corruption and Bribery Policy designed to prevent, detect and address corruption risks across operations and the value chain.

The policy strictly prohibits bribery in any form, whether direct or indirect, and establishes clear procedures governing gifts, entertainment, donations, sponsorships and political contributions.

The Company conducts periodic corruption risk assessments across its operations to identify, evaluate and mitigate corruption-related risks, with priority given to high-risk functions and business activities, including procurement, retail operations, logistics and financial transactions.

Fraud prevention mechanisms include:

- Segregation of duties and internal controls
- Risk-based audits and compliance monitoring
- Technology-enabled fraud detection systems
- Continuous transaction monitoring
- Investigation training programs for relevant personnel

Anti-corruption policies and procedures are communicated to employees through training programs, internal communications and policy dissemination channels, ensuring awareness across all employee categories. The Company provides regular anti-corruption training to employees and relevant stakeholders, including high-risk functions, to strengthen awareness and reinforce compliance with anti-corruption requirements. Confirmed incidents of corruption are subject to disciplinary actions in accordance with Company policies, including termination of employment where applicable. No public legal cases regarding corruption were brought against the Company or its employees during the reporting period.

4) Ethics Breach and Disciplinary Actions

Total Number of Substantiated Breaches Against the Code of Conduct

Following the continued implementation of the whistleblowing program throughout 2025, BJC identified a total of 106 substantiated breaches against the Code of Conduct.

Reporting Areas	Total Number of Breaches in FY2025
Substantiated corruption and/or bribery cases	106
Cases involving discrimination and/or harassment	0
Cases involving customer privacy data	0
Cases involving conflicts of interests*	0
Cases involving money laundering and/or insider trading	0
Coverage	100%

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

Substantiated corruption and/or bribery cases totaled 106 cases, all of which resulted in disciplinary actions in accordance with Company policies. Substantiated breaches were categorized into three primary types:



Theft
66.0%



Embezzlement
25.5%



Fraud
8.5%

The 106 cases recorded in 2025 represent a decrease of 22 cases (15.9%) compared to 138 cases in FY2024.

The decrease reflects enhanced detection mechanisms, stricter enforcement protocols and strengthened fraud prevention systems implemented throughout the year.

Remediation and Disciplinary Actions

All identified cases were individually investigated by the Loss and Prevention Department (LP). Findings were reported to relevant departments and used to implement corrective and preventive measures.

Disciplinary measures were applied in accordance with Company procedures and included termination of employment, internal sanctions and strengthened control mechanisms where necessary, ensuring accountability and consistent enforcement of ethical standards.

No pending or completed legal actions were recorded during the reporting period related to anti-competitive behavior, anti-trust violations, or monopoly legislation.

Strengthening Detection and Monitoring Systems

To enhance prevention and early detection capabilities, BJC implemented:

- Suspicious behavior identification training for branch managers
- Enhanced fraud audit checklists for store visits
- Knowledge-sharing sessions on significant cases
- Whistleblowing awareness campaigns
- Technology-enabled fraud detection alerts
- Continuous Monitoring Program

The Company transitioned from the Fraud Case Management System (FCS) to the Suspicious Person Management System (SPMS), integrating advanced analytics, real-time monitoring and risk assessment tools to strengthen fraud prevention and security risk management.

Supply Chain Anti-Corruption Governance

BJC extends its anti-corruption commitment throughout its value chain. Anti-corruption clauses are embedded in Supplier Code of Conduct, and annual training is provided to critical suppliers.

In 2025:

- 100% of critical suppliers were assessed and trained
- No violations of the Supplier Code of Conduct were identified

BJC continues to encourage suppliers to adopt and implement their own anti-corruption policies to reinforce a corruption-free operating environment.

5) Compliance with Laws and Regulations

BJC has established a legal and regulatory compliance management system overseen by the Board of Directors and the Risk Management Committee, with support from the Legal, Group Audit and relevant business units. The Company has implemented policies and procedures to ensure compliance with applicable laws, regulations and internal standards.

BJC regularly monitors regulatory developments and updates internal policies, risk assessments and operating procedures accordingly. Compliance training is provided to employees and executives to strengthen awareness and prevent legal and regulatory violations.

The Company maintains multiple reporting channels, including an independent whistleblowing system, to enable employees and stakeholders to report concerns and potential misconduct confidentially and without fear of retaliation. All reports are investigated in accordance with established procedures and appropriate corrective and disciplinary actions are taken.

During the reporting period, the Company identified no significant instances of non-compliance with laws and regulations and no material fines or sanctions were imposed. Significant non-compliance is defined as incidents resulting in material financial penalties, legal sanctions, or significant reputational impact.

6) Membership Associations

BJC participates in selected industry and business associations to support responsible business practices, regulatory dialogue and sector-wide sustainability advancement.

The Company maintains memberships in business chambers, retail and manufacturing associations and sustainability-related networks relevant to its operations. These engagements enable knowledge exchange, regulatory awareness and collaborative initiatives across the industry.

BJC does not engage in political lobbying activities inconsistent with its corporate governance and ethical standards.

Accountability and Transparency

1) Communication of Critical Concerns

BJC has established structured mechanisms for identifying, consolidating and communicating critical operational, safety, ethical and sustainability-related concerns through centralized reporting and escalation systems.

The Loss and Prevention Department (LP) actively identifies incidents and consolidates them into monthly reports, which are communicated to the Store Safety Committees and the BJC-Big C Head Office Occupational Safety, Health and Environment (OSH&E) Committees. These reports include statistics on incident occurrences, emergency situations and crisis preparedness activities, such as fire, flood and security drills.

In parallel, the Crisis Management Support Team (CMST) compiles monthly reports on accident and fire statistics and disseminates relevant information to stores through internal communication channels, including email, safety information boards and the CMST Line group. The CMST also presents these reports at Occupational Health and Safety Committee meetings.

In addition, BJC utilizes its whistleblowing channels as a key mechanism for communicating critical ethical, legal and compliance-related concerns. These channels enable employees and stakeholders to report suspected misconduct, fraud, regulatory non-compliance and other unethical practices confidentially and without fear of retaliation. All reports are handled in accordance with established procedures.

For incidents or issues with significant operational, environmental, social, legal, or reputational impact, a concise summary is prepared and escalated to senior management and relevant governance bodies, including the Sustainable Development Committee, Risk Management Committee and Audit Committee, as appropriate. Significant matters are also communicated to the Board of Directors for their information and oversight.

These structured communication and escalation mechanisms enable timely review, effective decision-making and continuous improvement in the BJC's governance and risk management practices.

In 2025, no critical concerns were escalated to the Board of Directors. Critical concerns are defined as significant issues with potential material impact on the Company's operations, financial performance, compliance, or reputation.

2) Whistleblowing and Grievance Mechanisms

BJC has implemented a company-wide whistleblowing program to provide a transparent and secure communication channel for employees to report suspected misconduct, including illegal acts, fraud, violations of laws and regulations, discrimination, harassment and other unethical practices. The program includes an independent 24/7 hotline available in Thai and English. All reports can be made anonymously and are treated with strict confidentiality under the Anti-Corruption and Bribery Policy.

All whistleblower reports are initially reviewed and verified by the Group Audit Department before being escalated to the Investigation Committee and/or Inspection Taskforce, comprising representatives from Human Resources, Audit, Legal and relevant business units. Investigations are conducted in accordance with the Whistleblowing Policy and Code of Conduct. Findings are reported to the Risk Management Committee and communicated to the Board of Directors.

BJC complies with the Organic Act on Anti-Corruption 2018 and has established robust internal procedures to protect whistleblowers. For operations in Malaysia, an independent third party, Syntrio, manages the whistleblowing channel to ensure secure and confidential reporting. Access to reported information is strictly limited to authorized personnel, and high-risk or senior management cases are escalated to the Independent Audit Committee.

Appropriate disciplinary actions, training and legal measures are implemented to prevent recurrence of violations.

In 2025, BJC continues investigation training workshops for executives, led by the Loss Prevention Department, with a focus on fraud prevention in B2B operations.

The whistleblowing channel is included in employee onboarding and ongoing communications to ensure that all employees understand reporting procedures and their rights to protection, fostering confidence and trust in the system.

BJC involves stakeholders, particularly employees and relevant external parties, in the ongoing review and improvement of grievance mechanisms through feedback collected via whistleblowing cases, employee engagement surveys, training sessions and internal communication channels. Insights from this feedback are used to enhance accessibility, strengthen confidentiality safeguards, and improve response procedures to ensure that the mechanisms remain effective and trusted by users.

The Company tracks the effectiveness of its whistleblowing and grievance mechanisms through key performance indicators, including the number of reported cases, resolution timelines, investigation outcomes, recurrence rates and stakeholder feedback. These indicators are regularly reviewed by management and relevant committees. The effectiveness of the system is reflected in increased awareness of reporting channels, timely resolution of cases and continuous improvement of internal controls and governance practices.

In addition to reporting channels, employees and stakeholders may seek advice on ethical conduct and the implementation of Company policies through designated compliance officers, human resources representatives and internal communication channels. These advisory mechanisms support informed decision-making and promote a culture of integrity across the organization.

Remuneration

Annual Total Compensation Ratio

In 2025, the Company disclosed information on the annual total compensation ratio of the Chief Executive Officer to the median employee through its corporate website.

The annual total compensation ratio is calculated based on the Chief Executive Officer's total remuneration and the median annual remuneration of full-time equivalent employees within the Company's core supply chains and subsidiaries, including the packaging supply chain, consumer supply chain, modern retail and business partner group. Total remuneration includes salary, variable pay, bonuses and fringe benefits.

The disclosure is intended to promote transparency and internal pay equity. The methodology and detailed information are publicly available on the Company's website and are reviewed annually by the Nomination and Remuneration Committee to ensure alignment with performance, sustainability objectives and long-term value creation.

Product Safety and Quality

Significance and Exposure

Product safety and quality are critical, as they directly relate to customer health and safety, regulatory compliance and the maintenance of brand trust. Failure to meet product safety and quality requirements, or to provide complete, accurate and transparent product information, may result in non-compliance with applicable laws and regulations, product recalls, adverse impacts on customer health and safety, and reputational damage, and potential violations of human rights, including the right to health and access to safe and reliable information

This commitment reflects BJC's approach to **"Responsible Growth with Purpose"**, ensuring that business expansion is accompanied by the delivery of safe, reliable and responsible products that protect consumer well-being and strengthen long-term trust.

In the consumer goods sector, companies are required to comply with stringent product safety and quality regulations and standards, with potential legal and financial consequences for non-compliance. Customers increasingly expect transparency and high standards in product safety, quality, and labeling, and any deficiencies may significantly affect customer confidence and trust.

In addition, evolving customer preferences toward health-conscious and environmentally responsible products are influencing product development and innovation. This includes increased demand for products that support consumer well-being, as well as the use of environmentally friendly materials, such as recyclable and biodegradable packaging, to reduce environmental impacts across the product life cycle.

For BJC, prioritizing product safety and quality not only ensures regulatory compliance but also aligns with sustainability trends. This approach enhances customer confidence, strengthens brand loyalty and builds market credibility, thereby fostering long-term growth.

The Company is exposed to risks related to customer health and safety and product information across its value chain, including product design, raw material sourcing, manufacturing, packaging, labeling, marketing and distribution. The Company may be involved in negative impacts through its own operational activities as well as through its business relationships with suppliers, contractors and other partners across the value chain. Key areas of exposure include non-compliance with product safety regulations, inadequate product testing, insufficient quality control processes and incomplete or misleading labeling and marketing communications. These risks may result in regulatory penalties, product recalls and reputational damage, potentially affecting consumer trust and long-term business performance.

To align with its commitment to minimizing and managing impacts related to product safety and quality, BJC is dedicated to delivering safe, high-quality products that meet or exceed customer expectations. Across its supply chains, the Company actively promotes sustainable practices. By adhering to both national and international standards, BJC aims to uphold the highest levels of safety and quality, safeguard customer rights and enhance the overall customer experience.

Management Approach

BJC is committed to delivering safe and high-quality products and services across the entire value chain, from design and raw material procurement to production, distribution and sales, in order to create value for stakeholders and support sustainable business growth.

BJC manages product safety and quality through its **Product Quality and Safety Policy**, which establishes a systematic approach to identifying, assessing and managing impacts related to customer health and safety throughout the product life cycle. The policy also requires accurate and transparent product information and labeling in compliance with applicable laws and standards.

Implementation is overseen by quality assurance functions across all business units to ensure consistent application, effective monitoring and continuous improvement. This approach supports the prevention of adverse impacts, reduces the risk of non-compliance and ensures that product safety and quality standards are maintained across the value chain.

In addition, BJC places importance on promoting product health and nutrition as customer increasingly prioritize health leading to higher expectations for products that support health and nutrition. BJC is committed to being part of the effort to produce and deliver products that enhance health and nutrition, to improve the quality of life for all consumers. This is done under the **"Health and Nutrition Policy"** guided by the Health and Nutrition Advisory Panel, established by the Management Board. This panel plays a key role in assessing, identifying, researching and improving policies, frameworks, laws and programs related to promoting and maintaining product health and nutrition.

Moreover, BJC has established the **"Genetically Modified Organisms (GMO) Policy"** to reaffirm its commitment to delivering safe, high-quality products while ensuring compliance with all applicable GMO laws and regulations in the countries where it operates. The policy mandates sourcing raw materials exclusively from reputable suppliers with robust traceability systems and enforcing stringent quality standards throughout manufacturing, storage and inventory management to prevent contamination or leakage. GMO-related information is transparently disclosed on product labels in accordance with legal requirements, supported by clear and effective communication of relevant details to consumers through appropriate channels. Furthermore, BJC has implemented dedicated platforms for stakeholders, particularly consumers, to raise inquiries or express concerns regarding GMOs, fostering trust, transparency and accountability.

To ensure effective compliance with the policies, BJC conducts regular assessments, inspections and site audits. This is enforced through the internal audit department and by employing certified external auditors.

Governance oversight

Oversight of product safety and quality is conducted at the management level, with regular reporting to the relevant governance bodies to ensure that risks and impacts related to customer health and safety are effectively managed.

Monitoring and Evaluation

BJC monitors the effectiveness of its product safety and quality management through defined performance indicators, including product defect rates, product recall incidents and supplier audit results. These indicators are regularly reviewed to ensure continuous improvement and alignment with regulatory requirements and internal standards.

Packaging





Consumer



Modern Retail







Healthcare and Technical







Quality Management Framework

BJC applies a structured quality management framework to ensure consistent product safety and quality standards across its diverse business operations.

- **Group-wide standard:**
  BJC adopts ISO 9001 (Quality Management Systems: QMS) as the core framework guiding quality management across all business units.

- **Product-specific standards:**
  In addition to ISO 9001, relevant international standards and regulatory requirements are implemented based on product characteristics such as:
  - **Food products:** HACCP, GMP and FSSC 22000
  - **Personal care products:** GMP and applicable regulatory requirements
  - **Packaging products:** Compliance with food-contact material safety standards and relevant regulations

This integrated approach enables BJC to address varying product risk profiles while maintaining consistent quality principles across the value chain.

To support the implementation of its quality management framework, BJC complies with various international standards, industry practices and regulatory requirements, depending on product type and associated risks.

Standards / Regulations	Business Segments	Product Categories	Scope and Relevance
ISO 9001:2015 (Quality Management System: QMS)	Consumer / Packaging / Technical & Engineering	Food, Tissue Paper, Personal Care, Glass Packaging, Aluminum Can	Group-wide quality management framework to ensure consistent product quality and customer satisfaction
FSSC 22000 (based on ISO 22000:2018)	Packaging / Other related businesses	Food, Glass Packaging, Coffee	Food safety management system to control hazards and ensure safe production across the food supply chain
Good Manufacturing Practice (GMP)	Consumer / Retail	Food, Personal Care, Private Label Products	Ensures products are consistently produced and controlled according to quality standards
Good Hygiene Practices (GHPs)	Packaging	Glass Packaging	Focuses on hygiene controls to prevent contamination, especially for food-contact packaging
Hazard Analysis and Critical Control Point (HACCP)	Consumer / Packaging	Food, Personal Care, Glass Packaging	Risk-based approach to identify and control critical points affecting product safety
Regulatory Requirements (e.g., FDA or equivalent authorities)	Consumer	Food, Personal Care, Tissue Paper	Compliance with product safety, labeling, and ingredient regulations
Other Certifications (e.g., Dermatologically Tested, Organic Certification)	Consumer	Personal Care, Food	Supports product safety assurance and responds to specific consumer expectations

Definition of Product Safety and Quality

In alignment with ISO 9001, BJC defines product safety and quality as its ability to consistently deliver products that meet customer requirements, applicable statutory and regulatory requirements, and are fit for their intended use without posing unacceptable risks to health and safety.

Product safety and quality considerations are embedded throughout the product life cycle, including the identification, assessment and management of potential impacts on customer health and safety.

Product quality focuses on the conformity of products to specified requirements, including performance, reliability and consistency. Product safety emphasizes the prevention of hazards and the effective control of risks associated with product use, including reasonably foreseeable misuse, across all stages of the value chain.

Quality Management Approach

BJC manages product safety and quality through the implementation of a Quality Management System (QMS) based on a process approach and risk-based thinking.

This approach covers:

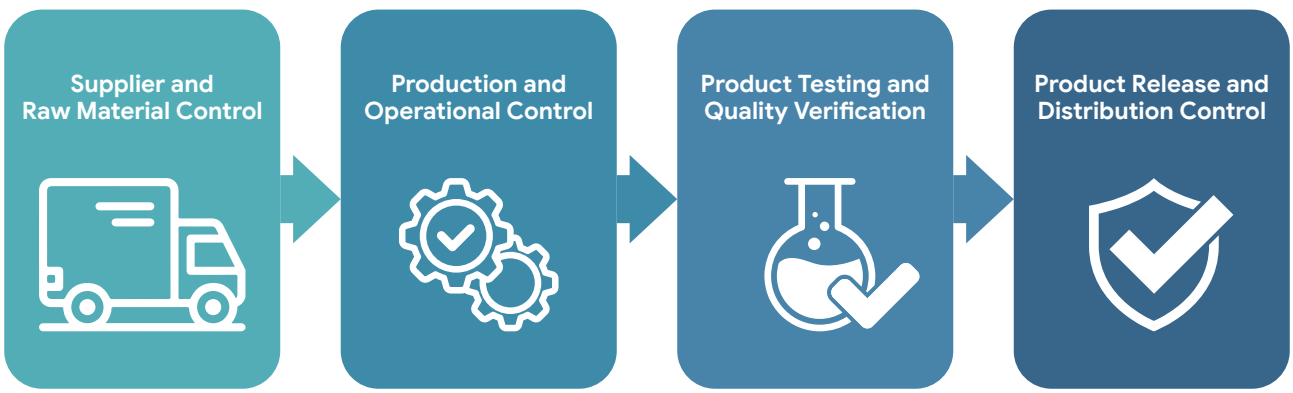
- Planning and design of products and processes
- Operational control across production and service delivery
- Monitoring, testing and performance evaluation
- Continuous improvement initiatives

Through this system, BJC aims to ensure consistent product quality, prevent adverse impacts on customer health and safety, and enhance overall customer satisfaction.

Quality Control Across Value Chain

BJC has developed a product safety and quality management process to apply across its five primary supply chains, ensuring our products meet the highest standards of safety and quality for customers and consumers. This process also mitigates the risk of non-compliance with legal requirements. It has been designed in alignment with relevant standards, laws and regulations. In cases where non-conformities are identified, corrective and preventive actions are implemented, including product withdrawal or recall procedures where necessary, to mitigate potential impacts on consumer health and safety.

The process comprises four key stages



1. Supplier and Raw Material Control

BJC is committed to sustainable sourcing by procuring raw materials from qualified suppliers in line with industry standards and best practices to ensure product quality, safety and nutritional value. The Company maintains strict production controls and collaborates with stakeholders across the value chain to uphold these standards.

BJC implements sustainable supply chain management practices to minimize environmental and social impacts, while ensuring compliance with applicable laws, food safety requirements and internal policies.

For food products, BJC applies the “Sustainable Sourcing of Agricultural Raw Materials Policy” and the “Animal Welfare Policy,” focusing on supporting local farmers, protecting biodiversity, reducing environmental impacts and promoting responsible agricultural practices. Animal welfare considerations, including humane treatment and reduced antibiotic use, are integrated into sourcing decisions.

The Company also prioritizes sourcing from suppliers certified to recognized standards, such as Fair Trade, Organic, Rainforest Alliance and Roundtable on Sustainable Palm Oil (RSPO).



Cacao



Plam Oil



Sugar



Potato

Raw Material	Certification
Sugar	BonSucro
Plam oil	Roundtable on Sustainable Palm Oil (RSPO)
Cacao	Fairtrade/ Rainforest Alliance incl. UTZ

Supplier selection and onboarding processes include rigorous assessments of manufacturing capabilities, quality management systems and compliance with relevant standards. Approved suppliers are required to obtain internationally recognized certifications, such as ISO 9001, FSSC 22000 and Good Manufacturing Practices (GMP), where applicable.

BJC establishes clear product specifications and quality requirements for all private label products. These specifications are systematically reviewed and communicated to suppliers to ensure alignment with safety, quality and regulatory expectations.

To maintain consistent product quality, BJC conducts regular supplier audits, product testing and performance evaluations. This includes both scheduled and risk-based audits to verify ongoing compliance. In addition, pre-delivery inspections and batch testing are performed to ensure that products meet established criteria prior to distribution.

In cases of non-compliance, corrective and preventive actions are implemented in collaboration with suppliers. Root cause analysis is conducted to address identified issues, and supplier performance is closely monitored to prevent recurrence.

At Big C, the Private Label Quality Assurance (QA) Department oversees product safety and quality across all categories, including fresh food, dry food and Softline products. The department conducts regular audits of suppliers to ensure compliance with the Company's quality and safety requirements.

Summary of Supplier Audit 2025

Details	PLM-Food	PLM-Dry Food	PLM-SOL	PLM-HOL	Fresh Food
1. Number of Suppliers Audited	91	32	41	28	92
2. Number of New Suppliers in 2025					
Total number of new suppliers in 2025	20	2	8	0	67
Number of new suppliers audited	20	2	7	0	67
3. Audit Results					
Number that did not meet the criteria but have a corrective action plan	0	0	0	0	0
Number that did not meet the criteria and have no corrective action plan	0	0	1	0	0
4. Supplier Engagement or Training Programs Conducted	Yes	Yes	Yes	No	Yes

Through these measures, BJC ensures that private label products meet the same standards of safety and quality as its internally manufactured products, thereby maintaining consumer trust and brand integrity.

2. Production and Operational Control

BJC ensures that all manufacturing processes operate in accordance with stringent production standards to deliver safe, reliable and high-quality products. This includes compliance with applicable regulatory requirements, the implementation of quality control measures, adherence to hygiene and safety protocols, and the application of standardized production methods to prevent contamination, defects and inconsistencies. Continuous monitoring, testing and process improvement are undertaken to maintain product quality and consumer trust.

All BJC manufacturing operations maintain quality assurance systems supported by regular internal and external audits. Quality assurance (QA) and quality control (QC) teams conduct periodic evaluations to ensure compliance with ISO 9001:2015, contributing to the consistent delivery of safe and high-quality products.

BJC Glass applies the "5S Management Philosophy" to strengthen production control and minimize contamination risks. This approach, implemented by BJC Glass, focuses on workplace organization and the elimination of non-essential items throughout the production process. Both entities have consistently achieved high scores in bi-monthly audits conducted by internal and external auditors.

Across other supply chain operations, including distribution centers and the healthcare business, BJC maintains established quality and safety standards. This is demonstrated through the continued certification and compliance with relevant standards, including ISO 9001:2015, Good Hygiene Practices (GHPs), Good Manufacturing Practices (GMP), Food Safety System Certification: FSSC 22000, Hazard Analysis and Critical Control Point (HACCP) and Q-Mark.

For ISO 9001:2015 certification details, please refer to the following document:
https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=153

3. Product Testing and Quality Verification

BJC implements a structured quality control system to ensure that all products, particularly private label products, comply with applicable safety, regulatory and quality standards. This system encompasses the inspection of raw materials, monitoring of production processes, and testing of finished products to prevent defects, contamination and inconsistencies. Compliance with internationally recognized standards, including ISO 9001:2015 and FSSC 22000, supports alignment with global safety and quality requirements.

All products are required to undergo up to four tests and inspections annually, depending on their type and category, in accordance with the Product Monitoring Plan guidelines. For fresh products, such as fruits and vegetables, residue testing for chemicals including pesticides, herbicides and fungicides remains a key measure to ensure product safety and quality.

Private Label Products

BJC places strong emphasis on ensuring the safety and quality of its private label products, recognizing its responsibility as a brand owner for products manufactured by third-party suppliers. The Company applies comprehensive controls throughout the private label value chain to ensure compliance with applicable regulatory requirements and internal quality standards.

BJC applies enhanced quality control measures, including stringent supplier selection, detailed product specification reviews and additional verification processes to ensure that products manufactured by third parties meet the Company's quality and safety requirements.

In 2025, 100% of BJC's private label product categories were assessed for health and safety impacts across relevant stages of the product life cycle, including sourcing, production and distribution.

Paper & Personal Care Products

Personal care products are a priority for Rubia Industries Limited (RIL) due to their direct and frequent contact with consumers' skin and their potential implications for health and safety. These products are used daily by a wide range of consumer groups, including individuals with sensitive skin and infants. As such, ensuring product safety, quality and suitability is essential, as deficiencies in formulation or quality may result in irritation, allergic reactions, or other adverse health impacts.

In this context, RIL recognizes its responsibility to develop personal care products that meet stringent safety and quality standards while addressing consumer expectations for gentle, reliable and effective formulations. This approach supports the Company's commitment to safeguarding consumer well-being, maintaining product integrity and ensuring compliance with applicable regulatory and industry requirements.



RIL prioritizes consumer health and safety throughout the product life cycle by conducting systematic assessments of health and safety impacts at all relevant stages of product development and manufacturing. All ingredients are required to comply with established quality and safety standards, and appropriate risk management and control measures are implemented across all processes. Product certifications are utilized as a key mechanism to verify compliance with applicable standards and to support transparent communication with consumers.



ผ่านการทดสอบโดยแพทย์ผิวหนัง DERMATOLOGICALLY TESTED

HYPO ALLERGENIC TESTED

For personal care products, health and safety impact assessments are carried out across all relevant stages. Products are formulated to be gentle, with a pH-balanced level of 5.5 that aligns with the skin's natural condition, supporting the skin's protective barrier and minimizing the risk of irritation. The formulations are free from 7 commonly recognized skin-irritating substances and are suitable for sensitive skin, including infants. In addition, the products undergo dermato logical testing and are verified as hypoallergenic, supporting their safety for regular use.

ฉลากเขียว GREEN LABEL : THAILAND

DERMA TOLOGICALLY TESTED

Berli Jucker Cellox Limited (BJC Cellox) tissue products are developed in compliance with applicable regulatory requirements and are certified by the Food and Drug Administration (FDA) for consumer use. The products have also undergone dermatological testing ("Dermatologist Tested") to ensure they are safe and suitable for skin contact.

In addition, BJC promotes resource efficiency through the use of mixed recycled pulp in tissue production, supporting the reduction of environmental impacts associated with raw material consumption. The Company has successfully renewed the Thai Green Label certification for its "BJC Hygienist" brand, originally granted since 2012, which confirms that these products have a lower environmental impact compared to conventional alternatives.



BJC ensures that all products are released and distributed under controlled conditions in accordance with ISO 9001 and relevant standards.

4. Product Approval before Release

All products undergo quality verification processes prior to release to ensure compliance with specifications, customer requirements and applicable regulations. Product release is authorized only after required inspections and testing are completed under the Group's Quality Management System (QMS).

5. Storage and Transportation Control

Appropriate storage and transportation controls are implemented to maintain product quality and safety. This includes managing environmental conditions and handling procedures to prevent contamination, damage, or deterioration throughout the distribution process.

Product Safety and Consumer Protection

1. Product Information and Labeling: Responsible Product Labelling & Marketing

BJC strictly adheres to all applicable product labeling and marketing laws, regulations and standards, based on its firm belief that product labeling and marketing are essential sources of information for consumers. These provide details on product ingredients, warnings of potential health risks such as allergies, and instructions for proper product use, while also serving as channels to promote products and services. This helps protect consumers from potential risks and ensures satisfaction for all parties. As such, BJC remains attentive to legal developments and continuously updates its practices to maintain compliance.



2. Customer Feedback and Complaint Handling

BJC integrates customer feedback collected through customer service channels, online platforms and social media into its continuous improvement processes. This enables the Company to promptly identify issues, prevent recurrence and enhance product quality and safety.





The Company has established structured processes to receive, investigate and resolve customer complaints related to product safety and quality. Each case is assessed based on severity, with appropriate corrective actions and timelines defined to ensure timely resolution.

BJC works closely with relevant internal teams and suppliers to implement corrective and preventive actions, including providing technical support where necessary. All actions are monitored and tracked until closure to ensure effectiveness.

In addition, BJC maintains a grievance mechanism to ensure that all concerns related to product safety, quality and compliance are properly addressed. The effectiveness of complaint handling and preventive measures is regularly reviewed through customer feedback and resolution outcomes.

3. Product Recall Management

BJC maintains a comprehensive product safety and quality management system to ensure compliance with applicable regulatory requirements and internal standards throughout the product lifecycle. The system incorporates preventive quality controls, product traceability mechanisms and defined escalation procedures to support the timely identification and management of potential product safety risks.

In the event of a potential product safety concern, the Company implements a structured product recall process, which includes risk assessment and classification, cross-functional decision-making in coordination with relevant stakeholders and regulatory authorities, product traceability and containment, customer notification and the execution of corrective and preventive actions to mitigate recurrence.

In 2025, BJC did not receive any product recall notifications, and no product units were recalled. In addition, there were no instances of non-compliance with applicable laws and regulations, and no enforcement actions, including fines, penalties, or litigation, were taken against the Company in relation to product safety, labeling, or manufacturing standards. No incidents of non-compliance were identified with respect to product and service information and labelling, marketing communications practices, or the health and safety impacts of products and services, in accordance with applicable national regulations and voluntary codes.

Overall, no incidents were recorded involving fines, penalties, warnings, or breaches of voluntary codes related to product safety, quality, or compliance.

This performance reflects BJC's ongoing commitment to maintaining high standards of product safety, quality and regulatory compliance, supported by consistent adherence to applicable laws, regulations and responsible business practices across its operations.

Continuous Improvement and Quality Enhancement

BJC is committed to continuous improvement across its QMS in alignment with ISO 9001 and other applicable quality and food safety standards, including ISO 22000, GMP and relevant regulatory requirements. Continuous improvement is embedded as a key principle across all business operations to enhance product quality, safety and operational efficiency.

Improvement initiatives are driven by multiple sources, including internal audits, quality performance monitoring, customer feedback, and non-conformance analysis. Corrective and preventive actions are implemented to strengthen processes and reduce quality risks across the value chain.

BJC also emphasizes employee training and engagement to strengthen quality awareness and capability at all levels. In addition, technology adoption and process innovation are continuously applied to improve production efficiency and product consistency.

Research and development (R&D) activities further support product and process enhancement, enabling BJC to develop improved formulations, optimize manufacturing processes and respond to evolving customer and market requirements.

Responsible
Supply Chain Management

Significance and Exposure

As a vertically integrated enterprise operating across upstream, midstream and downstream activities, BJC's performance and resilience are closely linked to the strength and integrity of its supply network. Our diversified portfolio depends on a large and complex supplier base across multiple industries and geographies, making responsible supply chain management a critical element of **Responsible Growth with Purpose**.

This extensive supplier ecosystem introduces material exposures related to supply continuity, product quality, regulatory compliance, cost volatility and sustainability performance. Disruptions — such as delivery failures, operational shutdowns, geopolitical or climate-related events, or quality deviations — may affect production efficiency, product integrity, customer satisfaction and overall business resilience.

Beyond operational considerations, supplier-related ESG factors also represent significant risks. Non-compliance with ethical standards, weak corporate governance, labor rights violations, inadequate environmental management, or insufficient traceability can lead to reputational damage, regulatory consequences and erosion of stakeholder trust. To address these exposures, BJC integrates responsible sourcing principles into its procurement and supplier management processes, including supplier qualification, contractual requirements, performance monitoring and periodic assessments.

BJC acknowledges that, in certain instances, negative impacts have occurred through business relationships within its supply chain. These have primarily involved isolated cases of supplier non-compliance with established requirements related to product quality standards, workplace practices, or environmental management expectations. In response, the Company implemented corrective action measures, enhanced monitoring procedures and where necessary, temporary suspension of supplier relationships until compliance improvements were verified. While these incidents did not result in material harm to customers or surrounding communities, they demonstrate BJC's direct linkage to potential impacts through business relationships and reinforce the importance of continuous supplier oversight.

To strengthen supply chain governance, BJC continues to enhance supplier engagement, risk screening and monitoring mechanisms. Sustainability considerations are progressively integrated into supplier evaluation and procurement decision-making processes. Through these measures, the Company aims to mitigate supply chain risks, improve transparency and promote responsible business practices across its supplier ecosystem.

Management Approach

BJC prioritizes a responsible, transparent and resilient supply chain. The company aims to minimize operational vulnerabilities, strengthen quality assurance, enhance traceability and safeguard corporate reputation, while promoting sustainable development across its value chain. In doing so, BJC also addresses environmental and social risks that may arise within its supply chain, including isolated cases of supplier non-compliance and works to ensure that such impacts are effectively managed through strengthened oversight and engagement.

Key strategies supporting BJC's supply chain resilience and responsibility include:

- Expanding and diversifying qualified supplier sources to reduce concentration risk.
- Applying digital systems and advanced analytical tools to strengthen verification, traceability, and real-time monitoring.
- Supporting supplier capability development — particularly SMEs — through training, joint initiatives and shared-value programs.
- Reinforcing expectations on human rights, environmental stewardship and sound management practices through continuous engagement.

Aligned with its Supplier Code of Conduct, BJC conducts structured supplier onboarding, risk-based assessments and ongoing performance evaluations. The company also works directly with suppliers to elevate sustainability standards and close identified gaps across governance, environmental and social dimensions.

BJC embeds Environmental, Social and Governance (ESG) principles into its supply chain management system to ensure consistency, accountability and alignment with long-term strategic objectives. Governance oversight is exercised by the Board of Directors. The Sustainable Development Committee (SDC) supervises policy implementation, while Senior Executives and the Sustainable Development Working Team are responsible for operational execution across all business units.

Core elements of the supply chain management approach include:

- Procurement processes aligned with the Supplier Code of Conduct and applicable legal and regulatory requirements.
- Integration of ESG criteria — such as human rights, labor practices, environmental impact and business integrity — into supplier selection, qualification and periodic evaluations.
- Capacity-building and training programs for employees and suppliers to strengthen understanding of sustainable procurement and responsible supply chain practices.

BJC continues to benchmark and adopt international best practices in supply chain governance and sustainability. These efforts ensure greater alignment with leading global standards, enhance operational excellence and establish long-term, value-creating partnerships throughout the supply chain.

1) Supplier Code of Conduct

BJC has established a Supplier Code of Conduct to align suppliers' business practices with the Company's management guidelines. The Supplier Code of Conduct is communicated to all suppliers and relevant employees, who are required to acknowledge and comply with its requirements. The Code is periodically reviewed and updated to ensure alignment with evolving regulatory expectations, global standards and best practices. In 2024, the Supplier Code of Conduct was revised to strengthen its coverage of key areas, including human rights and labor practices, environmental responsibility, business ethics and supplier compliance assessment. The Code also forms a key component of BJC's supplier due-diligence process, serving as the basis for supplier screening and ongoing monitoring.



Human rights and Labor	Environment	Business Ethics
• Forced Labor • Child Labor • Working conditions (e.g., working hours, physical/mental demands of the workplace, wages, benefits) • Occupational Health and Safety • Discrimination and Harassment • Freedom of Associations and Collective Bargaining	• Greenhouse Gas Emissions and Energy Consumption • Pollution Prevention and Waste Management • Resource Efficiency • Biodiversity, No Deforestation, or Land Conservation	• Anti-corruption and Conflict of Interest • Anti-Competitiveness

In 2025, BJC focused on implementation and capacity building. The Supplier Code of Conduct was incorporated into supplier training under the program theme *"Sustainability Essentials for Suppliers"*, with more than 132 suppliers and buyers participating in classroom training sessions. In addition, BJC's buyer teams communicated the Supplier Code of Conduct to newly onboarded suppliers throughout 2025 to ensure acknowledgment, understanding and effective implementation of the required practices in suppliers' operations.



Performance in Supplier Code of Conduct
(New Suppliers in 2025)

100%
Inform

71%
Acknowledge

71%
Training

2) Supplier ESG Program

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

Program Governance

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

Purchasing Practices

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

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

In addition, BJC integrates ESG performance into supplier selection, contract renewal and ongoing qualification to ensure that compliance with ESG expectations forms part of purchasing decisions. Findings from assessments are used to develop corrective action plans with progress tracked through periodic monitoring and follow-up reviews to ensure timely remediation. High-risk suppliers may be subject to enhanced audits or additional verification procedures.

The Supplier ESG Program also covers both newly onboarded and existing suppliers, with initial focus on categories that have higher environmental or social risk exposure.

Supplier Requirements

- **Minimum ESG Standards:** BJC has established clear ESG standards that suppliers must meet. Non-compliance within a specified timeframe may result in exclusion from future business engagements.
- **ESG Performance in Supplier Selection:** BJC prioritizes suppliers with strong ESG performance in the selection process, integrating ESG criteria as a key factor in contract awards.

Training and Capacity Building

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

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

Continuous Improvement

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

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

BJC firmly believes that a robust Supplier ESG Program is fundamental to creating a sustainable and resilient supply chain. By working collaboratively with suppliers, BJC aims to drive meaningful change, generate long-term value and deliver positive outcomes for all stakeholders and ensure that actual and potential environmental and social impacts within the supply chain are effectively identified, managed and mitigated.

3) Supplier Screening and Classification

BJC employs a systematic supplier identification and screening approach to support sustainability and effective supply chain risk management. Supplier screening is conducted through desk-based research to identify potential ESG risks, as well as the business relevance of suppliers, prior to any direct engagement.

The screening process considers multiple available data sources, including the following dimensions:

Risk Aspects

- **Environmental risks**: Potential negative impacts related to environmental topics, including greenhouse gas emissions, energy and water consumption, resource efficiency, pollution, waste management and biodiversity.
- **Social risks:** Potential negative impacts related to social topics, including human rights and labor practices such as child labor, forced labor, discrimination, freedom of association, the rightto collective bargaining, working hours, remuneration, occupational health and safety and the rights of local communities.
- **Governance risks:** Potential negative impacts related to governance topics, including corruption, bribery, conflicts of interest and anti-competitive practices.
- **Country-specific risks:** Factors such as political instability, economic volatility, regulatory changes and natural disasters that may disrupt the supply of goods or services.
- **Sector-specific risks:** Industry-related risks, including labor practices, environmental impact and compliance with applicable regulatory requirements.
- **Commodity-specific risks:** Risks associated with specific raw materials or products, including supply chain disruptions, price volatility and quality concerns.

Business Relevance

- Spending levels, including share of total spend or volume.
- Supplier criticality to BJC's operations, including availability of substitutes and dependency level.

This screening process represents the initial step in identifying potential sustainability risks within the supply chain. The outcomes are used to identify critical and significant suppliers for further assessment and risk management actions.

Supplier Classification

BJC classifies suppliers as follows:

- **Tier 1 Suppliers:** Suppliers that directly provide essential goods and services to BJC.
- **Non-Tier 1 Suppliers:** Suppliers that provide goods or services indirectly through Tier 1 suppliers.

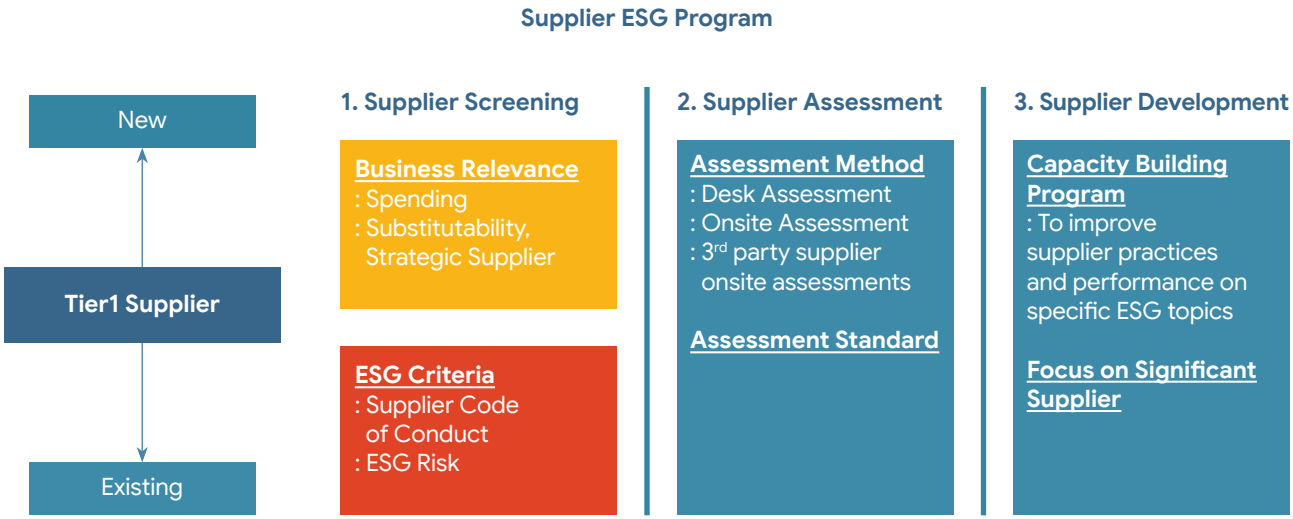
In addition, suppliers are categorized based on risk and business importance:

- **Critical or strategic suppliers** are those that have significant business impact due to their high share of spend and/or limited substitutability.
- **Significant suppliers:** Suppliers identified as having a high risk of negative ESG impacts, high business relevance to BJC, or a combination of both.

Upon completion of detailed risk assessments, suppliers are classified as **significant** if they meet one or more of the following criteria:

- **High ESG risk:** Suppliers posing a significant risk of negative environmental, social, or governance impacts.
- **High business relevance:** Suppliers that are essential to BJC's operations and characterized by high dependency or limited alternatives.
- **Combination of both:** Suppliers exhibiting both high ESG risk and high business relevance.

This classification framework enables BJC to prioritize engagement, monitoring and risk mitigation efforts toward significant suppliers, ensuring that key vulnerabilities are addressed effectively and overall sustainability performance across the supply chain is strengthened.



Supplier Screening	2025
Tier-1 Suppliers	
Total Number of Tier-1 Suppliers	7,744
1.1 Local Suppliers*	6,872
1.2 International Suppliers**	872
Tier-1 Suppliers – New suppliers	
Total New Supplier	517
Number of New Supplier that were screened	134
% New Supplier that were screened	26%

***Local Suppliers/Farmers:** Businesses, individuals, or cooperatives within Thailand that produce and supply goods, particularly agricultural and consumer products, to BJC. These suppliers support local economies, promote sustainable sourcing and reduce environmental impact through shorter supply chains. ****International Suppliers:** Global companies or entities that provide goods and services to BJC from outside Thailand. These suppliers must adhere to responsible sourcing practices and maintain transparency in procurement policies to ensure ethical and sustainable supply chain management.

4) Supplier Assessment

BJC employs a structured and comprehensive supplier assessment process to evaluate and monitor supplier practices and performance in a systematic manner. This process supports risk mitigation, cost efficiency and continuous improvement, while promoting alignment between BJC's sustainability principles and supplier code of conduct. Through this approach, BJC enhances supply chain transparency and strengthens responsible and sustainable sourcing.

Assessment Methodology

1. **Desktop Reviews**
   Desktop reviews leverage data from supplier self-assessments, publicly available information and industry benchmarks to provide a preliminary evaluation of a supplier's sustainability performance and risk profile. This method enables BJC to prioritize suppliers for more detailed on-site evaluations.
2. **On-Site Assessments**
   On-site evaluations are conducted by BJC's employees or independent third-party auditors, adhering to Amfori Business Social Compliance Initiative (BSCI) standards. These assessments provide a detailed review of suppliers' operations, ESG performance and risk management practices, tailored to the specific

context of Thailand. They offer valuable insights into operational risks, vulnerabilities and improvement opportunities, ensuring alignment with Thailand's sustainability goals and regulatory requirements.

Adoption of Amfori Standards

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

3. **Third-Party Audits**

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

Supplier Corrective Action and Improvement Plans

BJC conducts on-site assessments of critical and significant suppliers to identify high and medium-risk suppliers based on the Supplier Code of Conduct and ESG risk criteria. Identified non-compliances are formally communicated, with corrective action plans and defined timelines agreed upon with suppliers.

BJC monitors implementation progress and works with suppliers to ensure effective remediation. Persistent non-compliance may result in termination of the business relationship, reinforcing BJC's supplier risk management and supply chain resilience.

To drive continuous improvement, BJC provides suppliers with structured ESG performance feedback and benchmarking against peer averages, enhancing transparency, accountability and alignment with higher ESG standards across the supply chain.

5) Supplier Development

BJC recognizes that a resilient and responsible supply chain is essential to long-term business sustainability. Beyond supplier assessment and risk management, the Company places strong emphasis on supplier development to enhance ESG capabilities, promote responsible business practices and drive continuous improvement across the supply chain. Supplier development is embedded within BJC's procurement and sustainability governance frameworks.

BJC adopts a structured and risk-based approach to supplier development, tailored to the ESG maturity levels and operational contexts of different supplier groups. Key initiatives include the following:

Supplier Information and Training

BJC provides structured information and training to ensure suppliers clearly understand ESG expectations, requirements and best practices. Training is delivered through multiple channels, including online learning modules, supplier briefings, workshops and written guidance materials.

Access to ESG Benchmarks and Best Practices

To promote transparency and learning, BJC enables suppliers to access ESG performance benchmarks and best practice examples. This helps suppliers evaluate their performance relative to peers and identify practical improvement pathways.

Corrective and Improvement Action Support

BJC supports suppliers in implementing corrective and improvement actions arising from ESG assessments, audits, or identified risks. Support is provided through remote engagement or on-site visits, focusing on root cause analysis, practical solutions and effective implementation to ensure sustainable improvements.

In-depth Capacity Building and Technical Support

For priority suppliers or those with systemic ESG challenges, BJC implements long-term capacity building and technical support programs aimed at strengthening management systems and operational practices. These programs focus on specific ESG topics.

KPIs for Supplier Assessment and development

1	Supplier Assessment and development	2025	Percentage
1.1	Total number of unique suppliers	7,987	
1.2	Total number of unique significant suppliers	1,112	
1.3	Total number of unique significant suppliers supported with development measures (as a subset of 1.2)	888	79.86% of suppliers supported in development measures
1.4	Total number of unique significant suppliers assessed via desk assessment/on-site assessments (as a subset of 1.2)	741	66.64% of significant suppliers assessed
1.5	Number of unique significant suppliers assessed with substantial actual/potential negative impacts (as a subset of 1.4)	122	
1.6	Number of unique significant suppliers assessed with substantial actual/potential negative impacts with agreed corrective action/improvement plan (as a subset of 1.5)	122	100% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan
1.7	Number of unique significant suppliers assessed with substantial actual/potential negative impacts that were terminated (as a subset of 1.5)	0	

Unique suppliers: Number of individual suppliers within the reporting scope (Tier-1 and non-Tier-1 suppliers), counted only once.

Notably, in 2025, the Private Label group's food, non-food, home line and hardline units conducted 284 supplier audits, with all suppliers successfully meeting the required standards.

Supplier Management Initiatives in 2025

1) BJC Big C Supplier Partnership Forum 2025

On 4 November 2025, BJC Big C Group organized the "BJC Big C Supplier Partnership Forum 2025" at Auditorium Rooms, Big C House. The event was attended by senior executives and a large number of business partners and suppliers.

The forum was held under the theme *"Transparency, Sustainability and Growing Together"*, with the objective of strengthening long-term and resilient business relationships between BJC Big C Group and its partners. The event emphasized balanced and responsible business growth, underpinned by transparency, ethical practices and accountability toward society and the environment. It also aimed to encourage all stakeholders across the value chain to collectively advance toward shared sustainable growth objectives.

During the forum, senior management presented the Group's business performance, corporate vision and future store expansion plans, together with its ESG strategy. These initiatives reflect the Group's commitment to promoting a green economy and fostering environmentally responsible value chains.

In addition, exhibition booths from various business units within BJC Big C Group showcased the organization's capabilities and its commitment to growing alongside partners through shared value creation and continuous development. The exhibits highlighted progress in key areas, including product quality, innovation, supply chain management and support for small and medium-sized enterprises.

The forum reaffirmed the Group's commitment to transparency in procurement processes and symbolized its collective journey toward a shared future with partners nationwide. Through strengthened collaboration, BJC Big C Group continues to build a robust business ecosystem that supports stable, inclusive and sustainable long-term growth.



2) Supplier Conference 2025

On 5 November 2025, Big C organized the *"Big C Supplier Conference 2025"* under the theme *"Big C BIG PARTNER 2025"*, with more than 250 partner companies participating at Big C House, the Company's Head Office.

The conference served as a key platform for stakeholder engagement, enabling the Company to communicate its major business achievements in 2025 and its strategic direction for 2026. The discussions focused on store management strategies and the application of deep customer insights to enhance shopping experiences across diverse consumer segments, while promoting sustainable and inclusive growth throughout the value chain.



The Company also recognized outstanding suppliers through its Supplier Excellence Awards, demonstrating its commitment to responsible supplier management and long-term partnerships. The awards were presented in five categories:

1. Best Category Partnership
2. Best NPD Innovation
3. Best Service Level
4. High Sales Growth
5. Rising Star

These initiatives reflect Big C's ongoing commitment to strengthening collaboration with business partners, enhancing supply chain resilience and creating long-term economic and social value. The Company continues to develop its retail operations in alignment with international sustainability standards, with the aim of becoming a leading retailer in Thailand and globally.



3) Sustainability Essentials for Suppliers

On 3 December 2025, BJC Big C organized the *"Sustainability Essentials for Suppliers"* training program in collaboration with its suppliers and business partners, with the objective of strengthening sustainability standards and promoting responsible supply chain practices. The program was jointly organized with the Thailand Supply Chain Network (TSCN) and received strong participation from representatives of various organizations.

The training focused on three key ESG priorities aligned with international sustainability standards:

1. **Sustainable supplier management**
2. **Human rights management**
3. **Greenhouse gas management**

A total of 132 participants from more than 60 companies, including the Company's procurement personnel, attended the program, reflecting strong stakeholder engagement across the value chain.

The program reaffirmed BJC Big C's commitment to responsible sourcing, respect for human rights and climate action. It also emphasized the critical role of suppliers in building a transparent, resilient and reliable supply chain that supports long-term business sustainability and value creation.



4) Big C Agricultural procurement program with farmers and agricultural institutions

Big C has strengthened its collaboration with farmers through the signing of Memoranda of Understanding (MoUs) under its agricultural procurement program with farmers and agricultural institutions. The key partnerships include:



An MOU with the Northern Agricultural Cooperative Federation Limited to jointly develop the "Northern Agricultural Products Center, Chiang Mai Province" as a centralized hub for collecting and distributing high-quality agricultural products from six upper northern provinces.



An MOU with Ban Kwai Agricultural Community Enterprise to enhance product quality and strengthen income stability for farmers in six central provinces, namely Suphan Buri, Phra Nakhon Si Ayutthaya, Ang Thong, Kanchanaburi and Chai Nat.

These MOUs aim to promote and support Thai farmers in improving agricultural product quality and achieving sustainable livelihoods. Under these partnerships, Big C is responsible for product selection, quality control and providing technical support on production planning in line with market demand. The Company also collaborates with its partners in managing operations and developing infrastructure at the agricultural centers.

In parallel, the agricultural centers coordinate with local farmers to consolidate produce that meets established quality standards and ensure timely delivery in accordance with mutual agreements. This integrated approach enables the systematic linkage of agricultural produce to the modern retail supply chain.

This initiative serves as a model for collaboration between the private sector and the agricultural community. It contributes to improving farmers' quality of life, strengthening market access and promoting a safe, resilient and sustainable food system over the long term. The program is aligned with government policies to promote high-quality, safe and market-responsive agricultural production, as well as Big C's commitment to responsible sourcing through direct procurement from farmers and agricultural institutions to enhance product quality and support stable and sustainable farmer incomes.





representing

8%

of total fresh produce sourcing

more than **150** farmers

across **12** provinces

In 2025, Big C procured agricultural products worth THB 143 million from MOU partners, representing 8% of total fresh produce sourcing. The program supported more than 150 farmers across 12 provinces and contributed to strengthening stable and sustainable farmer incomes.

5) In-depth Capacity Building and Technical Support

BJC recognizes the importance of responsible and sustainable supply chain management. A key example of this commitment is the Company's structured support for suppliers in alignment with the Green Industry Level 5 (Green Network) requirements. The program emphasizes systematic knowledge transfer, close collaboration and continuous improvement of collective environmental and operational performance across the supply chain.

In 2025, BJC engaged 54 key suppliers in the GI5 Program, providing comprehensive training, on-site technical assistance and customized improvement plans. The program covered key areas including environmental management, resource efficiency, greenhouse gas reduction and corporate governance.

Under the program, BJC conducted gap analysis against GI5 standards for all participating suppliers and developed individual improvement plans.

As a result, 89% of participating suppliers improved their operational standards and obtained Green Industry Certification at Level 2 or above.

Through continuous monitoring and performance evaluation, BJC strengthens supply chain resilience, reduces operational risks and promotes long-term value creation. The GI5 Program supports the Company's ESG strategy and aligns with international sustainability frameworks.

6) Big C BizConnect: SME and Startup Development Program

As part of its commitment to strengthening a sustainable and inclusive supply chain, BJC supports the development of small and medium enterprises (SMEs) and startups through the *"Big C BizConnect: Growing Together"* program. The initiative serves as a key strategic approach to supply chain management, with a strong focus on enhancing the capabilities of local suppliers and small-scale businesses. The program aims to enable participating entrepreneurs to systematically improve their business management, product development, innovation capacity and environmental performance, supporting their transition into long-term and sustainable partners within the Company's supply network.

The program is organized by Big C in collaboration with the Thai Chamber of Commerce and the Department of Business Development, Ministry of Commerce, to enhance market access and business capabilities of Thai entrepreneurs.

In addition to strengthening commercial and operational readiness, the program also supports suppliers in developing innovative products, improving production efficiency, reducing material loss and waste and enhancing environmental management practices. Participating suppliers receive guidance on sustainable product design, resource efficiency, waste reduction and responsible packaging, in line with the Company's environmental and sustainability policies.

Key activities under the program include business matching sessions with Big C buyers, expert consultations for business and product development, innovation and sustainability coaching and knowledge-sharing seminars on marketing strategies, product standards and environmental compliance. These activities enable participants to better understand market requirements, strengthen their competitiveness and integrate sustainability principles into their business operations.



Through Big C BizConnect, BJC contributes to the development of resilient and responsible local suppliers, promotes inclusive economic growth, supports environmental stewardship and reinforces its commitment to responsible sourcing and long-term sustainable value creation.

In 2025, a total of 114 SMEs and startups participated in the Big C BizConnect program. Through structured training, technical support and innovation coaching, 22% of participants successfully developed market-ready products, while 132 SKUs were introduced to Big C distribution channels.

7) BJF Sustainable Agriculture Initiative

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

Contract Farming Model, Domestic Supply

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

Cooperative Farming Model

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

BJF has continuously implemented its Sustainable Agriculture Initiative to strengthen agricultural efficiency and environmental sustainability across its potato supply chain. This long-standing initiative is conducted annually in collaboration with farmers who serve as key suppliers delivering potatoes to BJF.

In 2025, the program expanded its training and knowledge transfer activities to support 686 farmers in Phayao and Chiang Rai provinces. These farmers are part of BJF's core supplier network, providing potatoes directly to the company. Through practical training and field-level technical support, farmers were encouraged to adopt improved agricultural practices aimed at reducing chemical fertilizer usage by replacing chemical fertilizers with organic fertilizer. As a result, the initiative achieved a reduction of 198 tons of chemical fertilizers, contributing to a decrease in greenhouse gas emissions of approximately 191 tons of CO_2 equivalent.

In addition, farmers participating in the program were equipped with advanced agricultural techniques and technologies to enhance farm management, helping ensure consistent crop quality, safety and reliable supply to BJF.

Furthermore, as part of the initiative's continuous development, BJF introduced improved water resource management practices covering 4,958 rai of farmland in Phayao and Chiang Rai provinces. These measures led to a reduction in water consumption of approximately 1.32 million cubic meters.

Through this ongoing initiative, BJF reinforces its commitment to responsible supply chain management, supporting its farmer suppliers while promoting environmentally sustainable and resilient agricultural practices over the long term.

8) Spending on Local Farmers and Suppliers

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

Local Spending

Performance	Unit	2025
Total procurement spending	THB	134,677,976,156.61
Spending on local suppliers and contractors for significant operations	THB	125,031,753,936.40
Spending from local supplier compared to total procurement spending	%	93

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

Grievance Channel

Suppliers are informed of available reporting and grievance channels, allowing workers or other stakeholders within the supply chain to raise concerns related to labor rights, environmental practices, or ethical misconduct.

Confidentiality and Anonymity

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

Accessible Reporting Channels

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

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

Grievance Management Process

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

Benefits of the Grievance Channel

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

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



In 2025, under a rigorously managed approach, no supplier-related complaints were reported.

Human Rights, Diversity, Equity and Inclusion

Corporate Culture

Further advancing its DEI agenda, BJC has embedded DEI principles into its Culture 3C framework — Culture, Communication and Commitment — to foster an inclusive and equitable workplace for all employees.

Under this approach, the Company has expanded gender-neutral benefits and inclusive policies that emphasize respect, fairness, and equal treatment, enabling employees from diverse backgrounds — across gender, race, nationality and personal identity — to engage openly and contribute meaningfully within the organization. In addition, BJC adopts a precautionary approach by proactively identifying and addressing potential risks related to discrimination, inequality and exclusion, ensuring that preventive measures are in place even before any incidents occur.

Through **Culture**, BJC promotes an environment that values diversity and a sense of belonging. Through **Communication**, the Company encourages open dialogue, understanding and awareness of DEI across all levels. Through **Commitment**, BJC reinforces leadership accountability and translates DEI principles into concrete actions and employee benefits.

In parallel with its internal efforts, BJC hosted public DEI-focused events in 2025 to promote inclusive workplace practices across Thailand, extending its Culture 3C beyond the organization and contributing to broader societal awareness and support for DEI principles.

Through these efforts, BJC demonstrates that prioritizing corporate responsibility not only supports ethical standards but also enhances business success. By fostering an inclusive, supportive and fair environment, BJC sets a benchmark for sustainable and responsible business practices in Thailand and beyond, reinforcing that human rights are integral to positive corporate and social impact.

In 2025, BJC reported zero discrimination cases and no incidents involving violations of the rights of indigenous peoples.

However, if any human rights incident occurs, BJC follows a structured response process, including incident review, development and implementation of remediation plans, monitoring of corrective actions and integration of lessons learned into internal procedures and employee training.

Mechanism to Seek Advice and Raise Concerns (Whistleblowing)

BJC conducts its business in accordance with the highest standards of corporate governance and ethical principles, with sustainability management integrated across all aspects of its operations. The Company recognizes that responsible growth — creating economic value while carefully considering social and environmental impacts — is fundamental to long-term success.

To ensure transparency, accountability and stakeholder engagement, BJC has established a structured mechanism for seeking advice and raising concerns (Whistleblowing Mechanism) in alignment with the Company's Human Rights Policy. This mechanism provides all stakeholder groups with accessible and secure channels to seek guidance or report concerns related to sustainability, human rights, or responsible business practices.

BJC is committed to addressing all concerns in a transparent, fair and impartial manner. Feedback received through this mechanism is used to strengthen internal controls, improve operational practices and reinforce trust and accountability across the organization.

Where the Company identifies that it has caused or contributed to adverse impacts, it commits to providing or cooperating in appropriate remedy to affected parties.

Corporate-Wide Whistleblowing Policy and Human Rights Policy

BJC has implemented a corporate-wide Whistleblowing Policy to ensure that all complaints and reports are handled fairly, transparently, promptly and systematically, with strict confidentiality maintained for whistleblowers. This policy reinforces BJC's commitment to ethical business practices by providing a formal and secure channel for individuals to report concerns related to the Company's environmental, social and governance (ESG) performance without fear of retaliation, discrimination, or any form of adverse treatment.

Whistleblowing Policy:
https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=128

In addition, BJC has established a Human Rights Policy, most recently reviewed and updated in 2023, which serves as a foundational framework for responsible business conduct across the Company's operations and throughout its value chain. The policy is publicly disclosed to enhance stakeholder awareness of BJC's commitment to respecting, protecting and promoting human rights, as well as to facilitate the reporting of any concerns or incidents related to potential human rights impacts.

Human Rights Policy:
https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=27

Reporting Potential Sustainability Concerns

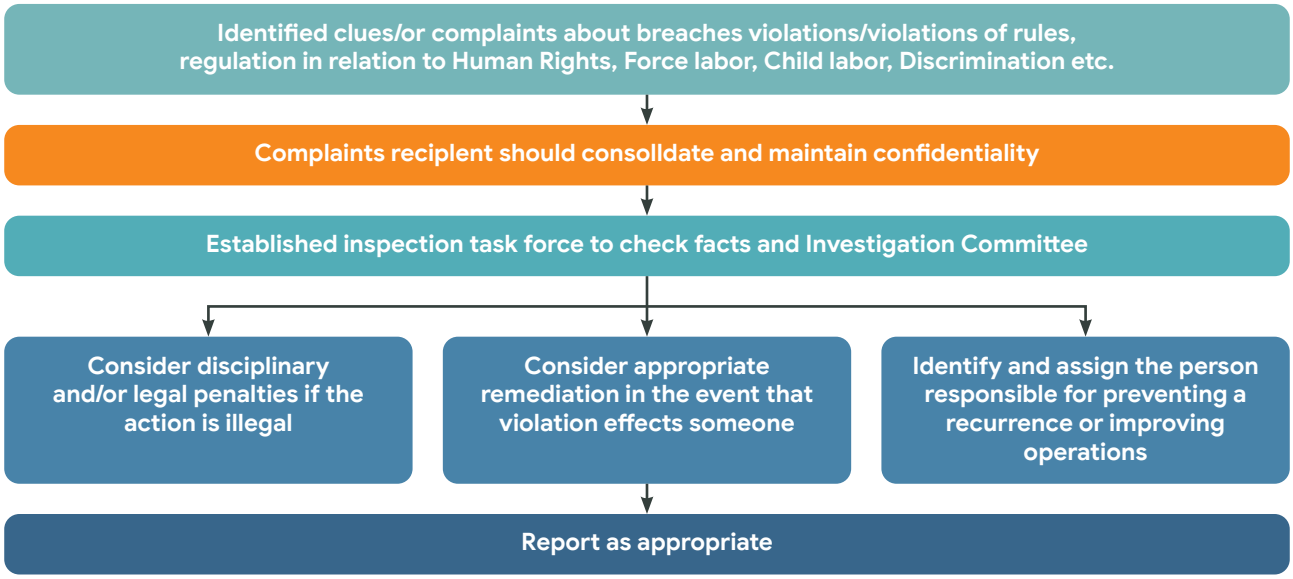
BJC places strong emphasis on the engagement of all stakeholder groups and actively encourages the reporting of information or concerns related to the Company's environmental and social sustainability practices throughout the 2025 reporting period. Reportable issues may range from non-compliant waste management practices to potential human rights violations within the supply chain.

To ensure that reporting is conducted in a safe, confidential and appropriately protected manner, BJC has established multiple accessible reporting channels, as follows:

- BJC Sustainability Hotline: A confidential hotline available 24/7 for anonymous reporting.
- BJC Ethics Portal: A secure online platform that facilitates discreet, anonymous submissions.
- Internal Reporting Channels: Employees are encouraged to report concerns directly to their supervisors or through designated internal channels.

All reported concerns are subjected to a thorough, objective review by a designated team within BJC. Appropriate corrective actions are implemented as necessary to ensure a fair, transparent process for all parties involved.

BJC's corporate-wide whistleblowing system are shown as illustrated below.



Labor Union and Collective Bargaining Agreement

In 2025, BJC continues to prioritize fostering a work environment that empowers its workforce. This commitment is demonstrated through dedicated channels for employee feedback, such as a confidential hotline and facilitated meetings. Recognizing the value of collective action, BJC actively encourages the formation and participation in labor unions, reinforcing the fundamental right to freedom of association. As of 2025, four active labor unions operate across BJC's facilities, fostering collaboration for employee representation and advocacy.

Moreover, BJC acknowledges the importance of our value chain stakeholders, including suppliers. This recognition is reflected in our publicly available Supplier Code of Conduct, which outlines BJC's expectations for upholding labor rights throughout the supply chain. The Code of Conduct ensures consistent application of these principles, contributing to a more empowered and engaged workforce across the entire BJC ecosystem.

The Supplier Code of Conduct Policy is available at:
https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=35

While collective bargaining agreements cover a specific segment of the workforce (in 2025: 2.49%), BJC extends fair and competitive working conditions to all employees. For those not covered by such agreements, BJC leverages the established principles within these agreements to determine working conditions and terms of employment. This ensures consistent application of high labor standards across the organization.

BJC also maintains a zero-tolerance stance on violations of labor union formation or collective bargaining agreements throughout its operations and supply chain. BJC actively supports the formation and participation of labor unions, with four unions currently operating across its plants: Berli Jucker Foods Labor Union, Rubia Thailand Labor Union, The Glass Union of Thailand and Fasai Labor Union. Potential risks relating to freedom of association and collective bargaining are monitored in labor-intensive operations and selected supplier categories. Measures include policy commitments, worker representation forums, supplier contractual clauses and targeted engagement in locations where risk indicators are identified

Additionally, 100% of BJC's workforce is engaged in the welfare committee. BJC strictly adheres to applicable Thai labor laws and regulations, guaranteeing all employees the right to participate in group discussions and express their ideas freely. BJC also actively works with suppliers to ensure compliance with International Labour Organization (ILO) standards and has engaged in advocacy to strengthen worker representation. By fostering an environment of open communication and unwavering respect for employee rights, BJC continues to empower its workforce, reinforce its commitment to ethical business practices, and position itself as a leader in responsible corporate citizenship.

BJC has identified salient human rights issues relevant to its operations and value chain, including labor rights, working conditions, non-discrimination, occupational health and safety and risks related to child labor and forced labor within supply chains. These issues are identified through ongoing Human Rights Due Diligence (HRDD) processes, supported by stakeholder engagement with employees, suppliers and local communities.

Oversight of human rights is assigned at the Board level, with designated committees responsible for reviewing policies and performance. Day-to-day responsibility is managed by relevant functions, including Human Resources, Sustainability and Procurement teams, ensuring that adequate resources and processes are in place to manage human rights risks effectively.

BJC conducts ongoing human rights impact assessments across its operations and supply chain. Where risks or adverse impacts are identified, the Company implements mitigation and corrective actions, including supplier engagement, corrective action plans, and continuous monitoring to ensure effective resolution and prevent recurrence.

The Company has established formal grievance mechanisms that explicitly cover human rights concerns. These mechanisms are accessible to both internal and external stakeholders, including employees, suppliers and communities, and ensure confidentiality and anonymity. BJC is committed to providing appropriate remediation where it has caused or contributed to adverse human rights impacts.

In 2025, no incidents of human rights violations were reported. Nevertheless, BJC maintains procedures to investigate any potential incidents, implement corrective actions, and integrate lessons learned into policies, internal procedures and training programs to strengthen future prevention.

Human Rights Commitment

BJC upholds its commitment to human rights and responsible business conduct through robust due diligence processes and a clear policy framework aligned with the United Nations Guiding Principles on Business and Human Rights (UNGPs). Internally, BJC fosters a safe, inclusive work environment and ensures compliance with national labor laws and international standards. Externally, BJC engages its suppliers to uphold ethical practices throughout its value chain.

BJC communicates its human rights policies through multiple channels:

- Employees: Training modules, HR e-learning, onboarding sessions and internal policies.
- Suppliers: Supplier Code of Conduct, contractual agreements and capacity-building sessions.
- Community & Public: Annual reporting, whistleblower hotlines.

Employee Well-Being and Rights

- **Health and Safety:** BJC prioritizes employee safety and well-being by implementing preventive measures, conducting regular inspections and promoting awareness of emerging risks that may affect employees. In 2025, BJC conducted an internal assessment focusing on fraud and scam prevention among employees at the BJC and Big C Head Office. The initiative aimed to evaluate employee awareness of scam

-related risks and strengthen internal communication and preventive measures to protect employees from potential financial and digital security threats.

- **Respectful Communication and Work-Life Balance:** BJC promotes respectful communication through training programs and supports work-life balance with flexible work arrangements and operational efficiency tools designed to reduce unnecessary overtime while maintaining productivity and employee well-being.

Human Rights, Diversity and Inclusion Trainings

BJC Human Rights Training

In 2025, BJC continued to deliver its human rights training program through the HR e-learning platform, ensuring that training remained accessible, engaging and consistent for employees across the organization, with particular emphasis on onboarding new hires. Building on the previous cycle, the training content covered BJC's Human Rights Policy, Supplier Code of Conduct and the UNGPs Key areas of focus included the identification and mitigation of human rights risks, the HRDD process and available whistleblowing channels for reporting concerns.

As part of the onboarding process, all new employees are required to complete online training on discrimination and harassment in parallel with human rights training. In addition, all (100%) security personnel — including those from third-party service providers, are required to receive formal training on BJC's human rights policies and procedures to ensure consistent understanding and compliance across operations.

The effectiveness of BJC's human rights initiatives is monitored through the following mechanisms:

- **Monitoring systems:** employee grievance mechanisms and periodic human rights impact assessments
- **Key indicators:** reduction in labor-related violations, number of human rights training sessions conducted, and supplier compliance rates

Diversity and Inclusion Highlight Projects

BJC Big C Foundation for UNICEF: Bringing Up a Better Life – For Our Children

In 2024, the BJC Big C Foundation entered into a three-year Memorandum of Understanding (MoU) with UNICEF Thailand to support early childhood development and create more family-friendly environments across Thailand. The partnership aligns with UNICEF's Early Childhood Development program, which aims to provide children with a strong foundation for lifelong learning and well-being.

Through this collaboration, BJC has launched several initiatives to support children and families, including the following:

- **Healthy Checkout Lanes:**
  To address rising childhood obesity and promote healthier consumption, Big C introduced the Healthy Checkout Lane initiative to reduce children's exposure to high-sugar snacks at checkout points and encourage healthier purchasing choices.

  In 2025, Big C Ekkamai was upgraded to Thailand's first store with 100% Healthy Checkout Lanes, where all checkout counters offer only products that meet international nutritional standards. A total of 67 carefully selected products are available in these areas to help children, youth and families make healthier choices.

  Building on this pilot, the initiative has continued to expand nationwide. As of 2025, Healthy Checkout Lanes have been implemented in more than 200 Big C branches, with at least one lane in each participating store.





- **Children's Corners and Breastfeeding Rooms:**
  BJC has established Children's Corners and Breastfeeding Rooms at its Head Office and 10 Big C branches as of 2025. These facilities are designed to provide comfortable spaces for parents, caregivers and young children, supporting family needs in both public and workplace settings. The Company also plans to expand breastfeeding rooms to an additional 10 Big C branches in the coming years.





- **World Breastfeeding Week 2025:**
  In August 2025, BJC organized **World Breastfeeding Week 2025** at Big C Mega Bangna under the theme "Prioritizing Breastfeeding: Building Sustainable Support Systems." The event encouraged new mothers to exclusively breastfeed during the first six months and provided practical knowledge on breastfeeding practices while raising awareness of the importance of breast milk for healthy child development.





- **Promoting Family-Friendly Policies:**
  BJC actively promotes family-friendly policies that enable employees to balance professional responsibilities with family needs. These practices contribute to an inclusive workplace culture and align with UNICEF's principles on child-friendly business practices.

Human Capital Development

Exposure and Significance

In 2025, rapid digital transformation and adoption of advanced technologies such as artificial intelligence create both opportunities and risks. Economically, automation can improve productivity but may displace certain jobs, affecting livelihoods. Environmentally, increased digital infrastructure may raise energy consumption and e-waste. For people, shifting workforce expectations toward flexibility and inclusivity can enhance well-being and human rights, but without proper policies, unequal access or discrimination may arise, disproportionately affecting vulnerable groups. Within this dynamic landscape, effective people management has become a critical factor in strengthening Berli Jucker Public Company Limited (BJC)'s competitiveness, resilience and long-term sustainability. A highly engaged workforce drives productivity, innovation and operational excellence, enabling the Company to respond effectively to ongoing change.

Recognizing that talent attraction, retention and development are key sources of competitive advantage, BJC continues to invest in continuous learning, employee well-being and a workplace culture grounded in diversity, equity and inclusion.

In alignment with the theme **"Responsible Growth with Purpose"**, BJC believes that sustainable business growth must be supported by responsible people management. By strengthening employee capabilities, fostering an inclusive workplace, and promoting well-being, the Company builds a resilient workforce while creating long-term value for employees, the organization and society.

For BJC, these impacts are particularly relevant given its large workforce in retail and manufacturing operations, where continuous workforce development and inclusive people management are essential to sustain operational efficiency and long-term business growth.

Employee Management Strategy

Sustainable growth at BJC is driven by strong corporate governance, responsible business conduct and a commitment to creating long-term value for society and the environment. Sustainability principles are embedded in business decision-making across the entire value chain. The Company's human resource strategy reflects the belief that everyone should have the opportunity to grow in a supportive and inclusive workplace.

BJC is committed to building a resilient and future-ready organization by prioritizing employee well-being, diversity, equity and inclusion (DEI), and continuous talent development. Human resource management at BJC encompasses respect for human rights, fair labor practices, and equal opportunities for career advancement at all levels, ensuring that employees grow alongside the Company's ESG ambitions.

Recognizing evolving workforce expectations and rapid changes in working models, BJC's HR strategy also addresses emerging workplace trends such as flexible and hybrid work arrangements, increased focus on mental health and well-being, and the growing importance of inclusive workplace cultures. These shifts reinforce the need for continuous upskilling and reskilling to bridge skill gaps and prepare employees for future business challenges.

BJC implements a comprehensive employee development and well-being strategy that both fosters positive outcomes and mitigates potential negative impacts. Preventive actions include inclusive recruitment, structured career pathways and well-being programs designed to reduce skill gaps, inequities and burnout. For actual negative impacts, the Company monitors employee satisfaction and engagement data, responding with targeted interventions such as tailored training, mentoring, or wellness support to remediate identified gaps. Positive impacts are reinforced through structured learning programs, the Collaborative Learning Approach, and peer mentorship, which enhance skills, strengthen collaboration, and improve workforce resilience.

BJC also provides transition support for employees through career counseling, reskilling opportunities and retirement preparation programs, where applicable.

BJC also promotes transparent communication and constructive labor-management relations. In 2025, there were no labor disputes, strikes, or lockouts resulting in lost working days, reflecting workforce stability and the effectiveness of the Company's governance framework. Moreover, to ensure the effectiveness of its actions, BJC tracks key indicators such as employee turnover, training hours and engagement levels. Findings and lessons learned are used to refine HR policies, enhance development programs and strengthen organizational support systems.

Through this integrated approach, BJC's human resource strategy supports responsible people management while strengthening organizational resilience, productivity and long-term sustainable growth.

The effectiveness of these actions is evaluated through key indicators such as employee engagement scores, training effectiveness assessments, turnover rates and internal promotion ratios. The results are reviewed by management and used to continuously improve human capital strategies and development programs.

Human Capital Development Framework

BJC recognizes its people as its most valuable asset and adopts a human right–centered and sustainability-driven approach to talent development. In alignment with the vision of becoming the **"Your Trusted Partner for a Sustainable Better Living"** and the strategic pillar of **People & Productivity**, human capital development is positioned as a key driver of long-term competitiveness and responsible business growth.

The Company advances its people strategy through the corporate culture framework **Culture 3C – Cultivate, Commitment and Challenge**, which guides employee development and organizational behavior.



- **Cultivate** focuses on nurturing a coaching culture, active listening and inclusive development opportunities for employees at all levels. Through continuous learning and knowledge sharing, BJC fosters strong relationships and an inclusive workplace where employees can realize their full potential.



- **Commitment** reflects responsibility toward customers, communities and ethical conduct. Employees are encouraged to uphold integrity, transparency and accountability while delivering services with genuine care. This principle reinforces responsible business practices and strong corporate governance.



- **Challenge** encourages employees to set ambitious goals, develop new capabilities and adapt to change. By promoting resilience, innovation and continuous improvement, BJC ensures that its workforce remains agile and competitive in a rapidly evolving business landscape.

Through this integrated framework, BJC strengthens its ability to attract and retain talent, enhance employee engagement and improve operational effectiveness. Embedding Culture 3C into people development enables the Company to build a resilient and future-ready workforce capable of creating long-term value for employees, customers and society.

This approach reinforces BJC's commitment to responsible growth by ensuring that employee development contributes not only to business performance but also to long-term societal value.

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

BJC is committed to creating an inclusive workplace where employees are respected, supported and empowered to grow. Under the strategic pillar of People & Productivity, the Company promotes human capital development through inclusive talent management practices and employee well-being initiatives that support long-term workforce sustainability.

Through modern recruitment practices, structured development programs and a strong commitment to gender equity, BJC fosters a workplace culture where individuals are valued and encouraged to contribute their capabilities to the organization's long-term success.

Key Initiatives

1. Talent Acquisition and Retention Strategies:

- BJC adopts inclusive recruitment processes designed to attract talent from diverse backgrounds while strengthening its long-term talent pipeline. Structured career development pathways and mentorship programs support employee engagement and retention across the organization.
- In 2025, 60.87% of new hires were female, reflecting progress toward greater gender diversity.

2. Continuous Learning and Development:

- BJC provides comprehensive learning and development programs to strengthen both current capabilities and future-ready skills. Structured upskilling and reskilling initiatives help mitigate skill gaps and enhance workforce adaptability, enabling employees to respond effectively to technological and business changes.
- Employees participated in an average of 127 hours of training in 2025.
- Training effectiveness is tracked through pre- and post-assessment scores, participation rates, and annual performance review outcomes to ensure measurable improvements in employee capabilities.

3. Advancing Gender Equity and Inclusion:

- BJC actively promotes gender equity and inclusive leadership by implementing initiatives aimed at expanding leadership opportunities, and encouraging diverse perspectives across the organization.
- Women represented 59% of the workforce in 2025, surpassing the 55% target.

4. Promoting Employee Well-being:

- BJC prioritizes holistic employee well-being across physical, mental and emotional dimensions. The Company offers a range of well-being programs, including health insurance, on-site clinics, exercise classes, workplace ergonomics support, mindfulness workshops, nutritious food options and work-life balance initiatives.
- Employee well-being outcomes are evaluated through annual satisfaction surveys and absenteeism trends, with lessons learned used to improve future programs.

Employee Development Approach

Building on the success of the **2024 Learning & Development Activity Roadmap**, BJC continued to enhance its employee development initiatives in 2025 by strengthening and expanding its learning framework. Training programs were redesigned to align more closely with employees' roles, career pathways and individual interests, ensuring that learning remains practical, relevant and applicable to daily work.

To encourage collaborative learning, BJC launched the **Knowledge Sharing initiative**, a "from employees, for employees" program that enables individuals to share expertise, insights and experiences across teams. This initiative promotes knowledge exchange, strengthens engagement and fosters stronger connections within the organization.

The Company also ensures equitable access to development opportunities across all employee levels and functions. A variety of learning formats — including both online and offline training — are provided to accommodate different learning preferences and support flexible skill development.

Through these efforts, BJC continues to cultivate a culture of continuous learning while strengthening workforce capability, agility and resilience in response to a rapidly evolving business landscape.

Human Capital Development: The BJC Big C Learning Approach

BJC Big C has transitioned its learning and development function from a traditional cost center into a strategic **value generator**. Our approach is anchored in **4 strategic building blocks** designed to drive business impact across the entire value chain:

Strategy	Action	Key Deliverables
Business Alignment	• Develop learning solutions which align to real business needs and BU priorities. • Cultivate a network of internal SMEs and trainers who can deliver high-quality, role-relevant content and act as mentors for others.	• Training Roadmap by Roles • Change Agent Development Program • Management Trainee Program • First-Time Manager Program • Fresh Food School • Safety & Maintenance School • Store Coach Project
Value Building	• Design learning programs that focus on the individual learner's needs, preferences and career goals to maximize engagement and outcomes. • Integrate new learning methodologies and global trends into our curriculums. • Optimize partnership with external learning institutes and HRD teams of Thailand best companies. • Leverage available company-wide facilities for employee learning.	• The Next Hackathon Series • Customer Experience Enhancement Program • Self-pace online learning program • Store Leader Development Program via SET Learning Platform (SET = The Stock Exchange of Thailand) • Training Implementation Achievement
Technology Adoption	• Implement e-learning system (ELS) that tracks employee progress, offers personalized learning paths. • Adopt Gen AI and data analytics to create personalized learning experiences and recommend courses based on employee learning, behavior and career progression. • Integrate social learning tools to promote collaboration and knowledge sharing across the organization.	• ELS platform for compliance courses, orientation, basic functional courses • Gen AI Development Program • Service Best Practice Sharing via social learning tools
Continuous Learning and Recognition	• Supporting further education (non-formal education and higher education). • Demonstrate a commitment to employee growth beyond immediate job roles. • Consider incorporating gamification elements, rewards, or recognition programs to further motivate and engage employees in learning.	• Non-formal education and higher education • Bite-Size Learning: Let's Lead, Morning Coffee, ABC Club, Culture 3C • Learn More to Earn Point More

1. **Business Alignment:** We develop learning solutions mapped to real business priorities and BU needs, supported by a robust network of internal SMEs and mentors.
2. **Value Building:** By integrating global trends and partnering with external institutes, we design learner-centric programs that maximize individual engagement and career outcomes.
3. **Technology Adoption:** We leverage an E-learning System (ELS), Gen AI and data analytics to provide personalized learning paths and foster social knowledge sharing.
4. **Continuous Learning & Recognition:** We promote long-term growth through non-formal education, bite-sized learning (e.g., Morning Coffee, ABC Club, Let's Lead) and gamified recognition programs.

Key Impacts and Value Creation

By aligning our academy with business pain points — **Upstream Safety, Midstream Agility and Downstream Service** — we have achieved measurable results across two critical dimensions:

- **Risk & Efficiency:** We realized **฿17.5M in cost savings** by internalizing safety and maintenance training. Furthermore, the First-time Manager Program reduced process time by **102,000 hours** across 1,302 projects. Additionally, we initiated a corporate 'think tank' called **"Ideas to Impact"** collecting over 660 ideas which the company enjoyed approx. 800 hours saved and over 5MB in value when those projects were implemented.
- **Retention & Branding:** Our commitment to growth is reflected in a **26% increase in promotion rates** for participants in bachelor degree program (graduated 78 persons, promoted to be store managers, managers, section chief totally 20 persons). This has culminated in a high **Employee Engagement score of 4.95** (+0.3 from 2024). Specifically, our regrettable loss among change agents & talents was as low as 1.5%.

Training Hours and Training Cost

- Average hours per FTE of training and development: 127 hours
- Average amount spent per FTE on training and development: 679 baht
- The percentage of local FTEs data coverage: 100%

Training & Development Inputs

	Unit	2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female
Average hours per FTE of training and development	Hours	123		125		126		127	
		122	123	129	121	126	126	128	126
Average amount spent per FTE on training and development	THB Baht	1,042		774		656		679	
		1,022	1,060	815	733	719	614	715	642
Average Training hours of Employees by Employee Category									
Top Management	Hours	124		145		122		123	
Management	Hours	126		127		133		130	
Junior Management	Hours	124		123		160		140	
Supervisor	Hours	122		124		133		120	
Officer	Hours	122		124		124		123	

Employee Performance Management

The 2025 employee's performance evaluation was as follows;

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

Performance evaluation outcomes are integrated into compensation and talent development processes. Salary adjustments, bonuses and career advancement opportunities are aligned with individual performance and contribution to organizational success.

The results of performance reviews are also used to identify targeted training and career development opportunities, ensuring that employees receive relevant upskilling aligned with their career progression.

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

Through this structured talent management approach, BJC ensures that employees across all levels receive continuous feedback, professional development support, and clear career growth opportunities.

Featured Development Programs 2025

In 2025, BJC strengthened its workforce capabilities through several strategic development programs designed to accelerate digital transformation, foster innovation and enhance service excellence across the organization. These initiatives aim to equip employees with future-ready skills, promote collaborative learning, and support operational performance while reinforcing the Company's long-term sustainability and growth objectives.

1. Digital Workforce Transformation

To strengthen its ambition of becoming a data-driven organization, BJC Big C advanced its workforce digital capability through the Digital & Data Literacy Empowerment Program. Building on the AI awareness initiatives launched in 2024, the program established a stronger digital foundation across the organization by equipping employees with essential digital, data and artificial intelligence competencies.

The program was designed around three strategic objectives:

- **Digital Inclusion:** Ensure equitable access to technology by establishing baseline digital competency standards ("Digital Ready") for employees across all functions and levels.

- **Efficiency & Innovation:** Encourage the effective use of Microsoft 365, Teams and Copilot to reduce routine tasks, streamline workflows and unlock employee potential for higher-value strategic work.
- **Data-Driven Decision Making:** Foster a culture of data-informed decision-making (Data Smart) grounded in strong digital governance and Digital Ethics principles.

Key Program Impacts

- Digital capability training and assessment delivered to **more than 30,000 employees** across business units.
- Training covered three core literacy areas: **Digital Literacy, Data Literacy and AI Literacy.**
- Post-test scores increased to **97.46%**, compared with **92.44% in the pre-test**.
- **100% of employees achieved Level 3 proficiency**, demonstrating readiness to apply digital tools to improve productivity and collaboration.

In addition, BJC expanded its **digital learning ecosystem** to support workforce-wide digital readiness through hybrid learning formats and targeted training modules.

Key programs included:

- **Microsoft 365 & Copilot Training** for productivity enhancement and AI-assisted workflows, involving over 700 participants.
- Advanced **HR, MIS and Data Analytics Training** for a total of **150 employees**, strengthening the organization's data management and analytical capabilities.
- Three structured digital and live learning tracks for **233 employees**:
  - Digital Ready
  - Data Smart & GenAI
  - Practical use of Microsoft 365, Microsoft Teams and Copilot
- **Hybrid learning programs** combining on-site workshops and year-round e-learning access to support continuous learning.

Through these initiatives, BJC significantly accelerated technology adoption across functions, improved operational productivity and strengthened workforce readiness for a technology-driven business environment.

2. Employee Innovation and HR Transformation

To promote employee-driven innovation and improve internal processes, BJC introduced several initiatives designed to leverage digital technologies and encourage cross-functional collaboration.

HR NEXT GEN: "Enhancing Emp X" Contest

Following the success of the 2024 AI Hackathon, BJC launched the HR NEXT GEN: "Enhancing Emp X" Contest in 2025 to redesign the employee experience through technology-enabled innovation.

The program empowered employees to propose new digital solutions that improve HR processes, employee services and workplace systems, contributing to a more agile and efficient organization.

Innovation Highlights

- **Talent Match AI and HR Agentic AI** improved recruitment precision and enhanced response accuracy for employee inquiries.
- **HR on LINE platform** enabled employees to access HR services, benefits information and company updates conveniently via mobile devices.

- **HR Dashboard solutions** provided real-time HR data insights for better decision-making.
- Operational innovations such as **barcode systems for Rubia factory Employee CAR processes** enhanced workplace safety and operational efficiency.

Program Scale

- **14 innovation projects submitted** by cross-functional teams
- Projects addressed diverse employee journeys, including onboarding improvements, branch employee support and high-potential talent development

The initiative contributed to improvements in **time efficiency, cost optimization, service coverage and technology adoption** across the organization.

The Next Hackathon 2025

To further strengthen a culture of innovation, BJC launched **The Next Hackathon 2025** under the theme "Innovate to Elevate". The program encouraged employees to develop practical solutions that enhance productivity, reduce operational costs and improve business performance.

Participants were supported through structured workshops and mentorship sessions conducted by external innovation experts from **BASE Playhouse**, enabling teams to develop ideas from problem identification to prototype development and implementation planning.

The program strengthened employees' innovation capabilities, digital problem-solving skills and cross-functional collaboration. **Participation: 13 teams and 40 participants** across multiple business units.









Award-Winning Projects

- **First Place – PBSC Production Efficiency Improvement** - Improved production processes, increasing output capacity to **5 batches per day (from 4 batches)** and raising production output by approximately **25%**, while reducing labor per unit and water consumption.

- **Second Place – Pick by Piece Loss Reduction Initiative** - Developed a three-stage solution (CLEAR / CONTROL / CHANGE) with automated expiry alerts and POS-integrated pricing adjustments to reduce product expiration losses and improve cash flow.
- **Third Place – DC Elevation & Sustainability** - Introduced root-cause tracking tools to improve distribution center issuance accuracy, increasing **fulfillment rates from 99.6% to 99.7%** and reducing lost sales.

The program generated practical solutions ready for pilot implementation and demonstrated strong employee engagement in innovation-driven business improvement.

3. Retail Service Excellence Development

To strengthen customer experience and service quality across retail operations, **Big C implemented the Retail Service Enhancement Program 2025** under the **"Customer@Heart"** initiative. The program trained over **30,853 employees, including frontline staff, managers and general managers,** through a series of training initiatives covering service excellence, leadership development and service performance improvement. Key training modules focused on active listening, effective communication, customer complaint management and service leadership. The program also introduced structured monitoring tools such as Voice of Customer (VOC) analysis and service performance dashboards to continuously improve customer experience across stores.

Expanded Training Programs

1. **Outstanding Service Enhancement Program** - focused on strengthening active listening, communication and service excellence skills. **29,307 employees trained**, representing a **46.9% increase** from 19,948 participants in 2024.
2. **Leading the Service Team Program** - Leadership training for **General Managers across hypermarket and market formats**, achieving a **95% participation rate (1,114 out of 1,169 targeted managers).**
3. **Service Refreshment Program** - Customized training programs designed for branches based on service performance levels. **Attendance rate:** 99% (432 managers and section chiefs), **Average post-test score:** 93%

Customer Experience Initiatives

Several initiatives were implemented to strengthen service culture and customer engagement.

- **Premier Service Touchpoint Awards** - Recognized high-performing stores for excellence in service quality, restroom cleanliness and parking area standards while providing improvement guidance for lower-performing branches.
- **Service Monitoring Program** - Weekly monitoring of **15 customer touchpoints**, supported by performance dashboards and **Voice of Customer (VOC) feedback analysis.**
- **Store Focus Board Initiative** - Customer feedback boards were installed at service counters in **20 pilot hypermarket branches**, enabling customers to provide compliments and suggestions.
- **1,798 customer responses received:** 92% compliments, 8% improvement suggestions

Service Idol and Big C Ambassador Program

198 stores nominated service representatives, with **30 employees selected as Big C Ambassadors** to serve as service role models and mentors across branches.

- **Communication Reach:** TikTok knowledge-sharing videos reached **5,457 views and 3,528 shares.**

These initiatives strengthened frontline service capabilities, enhanced customer engagement and contributed to maintaining a 91% customer satisfaction rate in 2025.

Talent Attraction and Retention

Management Approach

BJC recognizes that its people are the cornerstone of its success. The Company prioritizes employee engagement, well-being and continuous development to build a resilient and agile workforce capable of navigating an increasingly dynamic business environment.

BJC's human resource management approach is aligned with its corporate culture framework, **Culture 3C – Cultivate, Commitment and Challenge**, which serves as a guiding foundation in shaping behaviors, values and performance standards across all levels of the organization.

- **Cultivate** focuses on nurturing growth through coaching, active listening and fostering open, trust-based relationships.
- **Commitment** emphasizes responsibility, integrity, transparency and adherence to strong governance and ethical standards.
- **Challenge** encourages employees to set ambitious goals, develop new skills and adapt flexibly to change.

In 2025, BJC further strengthened its talent attraction and retention strategies by embedding meaningful professional development opportunities, promoting diversity and fostering a workplace that respects human dignity. Key initiatives and policies include:

- **Diversity, Equity and Inclusion (DEI):** Advancing fairness and representation at all levels while promoting practices that value diverse perspectives.
- **Human Rights and Non-Discrimination:** Strengthening mechanisms to ensure respect, equality and dignity throughout operations and the value chain.
- **Living Wage Framework:** Supporting employees' financial stability through fair compensation aligned with global standards.
- **Flexible Work Options:** Providing appropriate flexible arrangements to support employee well-being and work-life balance.

BJC ensures that labor standards policies — including employee rights, fair treatment and workplace ethics — are effectively communicated through formal induction programs, training sessions and accessible HR documentation. All employees acknowledge these policies upon hiring to ensure alignment with national and international labor regulations.

The Company is also committed to fair and inclusive employment practices, providing equal access to job opportunities, skills development and career advancement, including for underprivileged groups.

BJC's achievements in talent attraction and retention in 2025 reflect its commitment to sustainable human capital development. By strengthening its workforce, the Company enhances innovation, competitiveness and long-term value creation for both the organization and society.

Related policies:

- Human Rights Policy:
  https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=27
- Diversity and Inclusion Management and Non-Discrimination Policy:
  https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=23
- Living Wage Policy:
  https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=64

2025 Highlights

- **Strategic Talent Development:** BJC expanded its **R-U-N (Reskill - Upskil - New Skill)** competitive skills development program in alignment with the corporate culture framework Culture 3C – Cultivate, Commitment and Challenge which promotes continuous learning, capability development and the pursuit of ambitious goals. The Company introduced tailored development roadmaps for employees and provided diverse learning opportunities, including one-on-one coaching and leadership seminars, to prepare employees to effectively navigate future challenges.

- **Employee Well-being Focus:** Guided by the principles of Cultivate and Commitment, BJC strengthened its employee well-being initiatives to foster a supportive and caring workplace culture. Programs included stress management workshops, mindfulness training and family-friendly workplace policies, helping employees achieve better work–life balance while promoting overall well-being.

- **Innovation and Diversity:** In line with the Challenge principle, which encourages employees to think creatively and explore new approaches, BJC launched the Innovation Hub as a platform for employees to contribute innovative ideas and develop practical projects that support business growth. At the same time, the Company continued to advance diversity and equity within the workplace, reinforcing its commitment to an inclusive organizational culture.

- **Retention Success:** BJC implemented a revamped performance management system, aligned with the Commitment principle of recognizing and rewarding employee contributions. The system includes bian-nual performance evaluations and premium bonus structures for high performers, which has contributed to reducing regrettable turnover while strengthening employee motivation and long-term engagement.

Alignment with BJC's Sustainability Vision

At BJC, responsible growth begins with people. Our talent strategies are intentionally aligned with our long-term commitment to creating sustainable value for all stakeholders. By empowering our workforce, fostering a strong sense of purpose, and encouraging innovation, BJC builds a resilient and engaged organization that drives responsible business growth.

- **Attracting Talent through Employer Branding:** BJC's focus on creating a compelling Employee Value Proposition (EVP) underpinned by opportunities for career growth, an inclusive culture and well-being enhanced its reputation as a desirable employer.

- **Retention as a Competitive Advantage:** BJC's focus on reducing turnover and retaining top talent supports our long-term goals for operational excellence and innovation. Our retention strategies directly align with GRI 401 (Employment) and 404 (Training and Education), demonstrating BJC's leadership in sustainable workforce practices.

Future Commitment

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

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

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

Diversity and Equal Opportunity

	Unit	2022		2023		2024		2025	
		Male	Female	Male	Female	Male	Female	Male	Female
Employee by Age									
<30 years	Person	6,035	8,831	5,919	9,160	6,028	8,852	6,382	8,855
	Percentage (%)	17.73	25.94	17.35	26.85	17.38	25.52	17.47	24.24
30-50 years	Person	6,886	10,443	6,687	10,528	6,988	11,103	7,666	11,711
	Percentage (%)	20.23	30.60	19.60	30.86	20.14	32.01	20.99	32.06
>50 years	Person	821	1,030	805	1,015	751	967	825	1,085
	Percentage (%)	2.41	3.03	2.36	2.98	2.16	2.79	2.26	2.97
Employee by Employee category									
Top Management	Person	11	12	8	12	13	18	16	18
	Percentage (%)	0.03	0.04	0.02	0.04	0.04	0.05	0.04	0.05
Management	Person	206	189	168	188	171	187	184	212
	Percentage (%)	0.61	0.56	0.49	0.55	0.49	0.54	0.50	0.58
Junior Management	Person	486	551	460	525	499	575	534	612
	Percentage (%)	1.37	1.62	1.35	1.54	1.44	1.66	1.46	1.68
Supervisor	Person	1,907	2,384	1,801	2,422	1,872	2,667	1,873	2,678
	Percentage (%)	5.60	7.0	5.28	7.11	5.40	7.69	5.13	7.33
Officer	Person	11,150	17,168	10,974	17,556	11,212	17,475	12,266	18,131
	Percentage (%)	32.75	50.43	32.16	51.46	32.32	50.38	33.58	49.64

Country	Total Employees	Permanent Contracts	Temporary Contracts
Thailand (FTE-Local 25 company)	36,524	36,524	-
Malaysia	423	423	-
Laos	428	428	-
Vietnam	6,109	6,109	-
Cambodia	276	276	-
Hong Kong	114	114	-
China	4	4	-
Myanmar	1	1	-

Remark: Data as of year-end 2025

Total Number of New Employee Hires

Year	Number of New Employee Hires
2022	18,184
2023	19,065
2024	19,687
2025	18,923

Turnover Rate

In 2025, BJC continued to address the challenge of high turnover rates in the retail sector, building on the momentum of its successful initiatives in the previous year. Recognizing the importance of retaining skilled talent, the company focused on strategic measures to enhance employee satisfaction and loyalty. These efforts encompassed competitive compensation and benefits, strategic hiring practices, employee recognition programs and clear career progression pathways. Additionally, BJC prioritized fostering a positive work environment by emphasizing work-life balance and ensuring employees feel valued and supported.

The company's initiatives have delivered measurable results, with turnover rates showing significant improvement. The total employee turnover rate decreased from 45% in 2022 to 22% in 2025, while voluntary turnover dropped from 33% to 20% during the same period. These reductions highlight the success of BJC's strategies in creating a more stable workforce. In 2025, the company remains dedicated to further lowering turnover rates by implementing data-driven strategies and expanding its efforts to enhance employee retention.

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

	2022	2023	2024	2025
Total Employee Turnover Rate	45	28	27	22
Voluntary Employee Turnover Rate	33	26	24	20

Data Coverage 100% of all FTE Globally

Employee Turnover Rate Breakdown

Total Employee Turnover Rate (%)			Voluntary Employee Turnover Rate (%)	
Gender	**2024**	**2025**	**2024**	**2025**
Female	17.02	13.83	14.92	12.43
Male	9.76	8.21	8.60	7.31
Age Group	**2024**	**2025**	**2024**	**2025**
More than 50 years	0.51	0.38	0.19	0.30
Between 30 to 50 years	10.68	8.91	9.18	7.87
Less than 30 years	15.58	12.74	14.15	11.57
Management Level	**2024**	**2025**	**2024**	**2025**
Top Management	0.00	0.01	0.00	0.01
Management	0.16	0.10	0.11	0.08
Junior Management	0.46	0.40	0.38	0.35
Supervisor	1.87	1.74	1.55	1.53
Officer	24.29	19.78	21.47	17.77

Workplace Diversity, Equity and Inclusion

BJC maintained gender balance across its workforce, with women making up 59% of all employees. Women held 53% of top management roles, highlighting the company's success in breaking barriers at senior levels. Additionally, women accounted for 62% of employees in STEM-related positions, showcasing BJC's efforts to empower women in traditionally male-dominated fields. Beyond gender diversity, BJC continued to embrace a multicultural workforce, employing individuals from Southeast Asia and beyond, creating a vibrant and dynamic workplace.

The company also upheld the principle of freedom of association, with 2.49% of employees represented by independent trade unions or covered by collective bargaining agreements, reinforcing its commitment to equity and employee empowerment.

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



Workforce Breakdown: Gender

Diversity Indicators	Percentage (0-100%)	Public Target
Share of women in total workforce (as % of total workforce)	59	55 Target Year: 2025
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	53	50 Target Year: 2025
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	53	50 Target Year: 2025
Share of women in top management positions,i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	53	50 Target Year: 2025
Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	58	50 Target Year: 2025
Share of women in STEM-related positions (as % of total STEM positions)	52	50 Target Year: 2025

Workforce Breakdown: Nationality

Nationality	% of Total Workforce	% of Total Management Workforce
Thai	99.93	99.30
SEA (Laos ,Vietnamese, Malaysian, Cambodian)	0.01	0.13
Other (American, Chinese, etc.)	0.05	0.57

Disability Inclusion Efforts in 2025

BJC places strong importance on building an inclusive organization that respects diversity and provides equal opportunities based on individuals' capabilities and alignment with the organization. The Company therefore continues to promote the participation of persons with disabilities in the workforce, supporting a more inclusive and sustainable working environment.

In 2025, BJC welcomed 370 individuals with physical disabilities as new employees, representing 2% of total new full-time hires. The Company continues to expand employment opportunities for persons with disabilities in subsequent years, reinforcing its commitment to workplace equality.

Beyond recruitment, BJC focuses on creating a supportive work environment that enables employees with disabilities to perform effectively. The Company provides appropriate support programs, accessibility accommodations and continuous development initiatives to empower employees to grow professionally while maintaining a good quality of life both at work and beyond.

Living Wage

BJC is committed to conducting business ethically by ensuring that employees receive a living wage that adequately supports their cost of living. The Company also promotes the adoption of living wage principles across its supply chain to strengthen responsible employment practices.

BJC aims to complete living wage assessments across 100% of its global operations by 2026, ensuring that all employees receive fair compensation aligned with the cost of living in each location. In addition, the Company plans to extend this initiative to key suppliers within its supply chain by 2030, helping to elevate responsible labor standards more broadly.

This approach reflects BJC's commitment to promoting fairness, equity and sustainability both within the organization and throughout its value chain. By prioritizing fair compensation and responsible business practices, BJC supports the well-being of its employees while contributing to positive change among its partners and society, ultimately driving sustainable growth in the long term.

Employee Engagement

Strengthening Employee Well-being and Recognition

In 2025 BJC reaffirmed its dedication to fostering a supportive work environment that prioritizes employee well-being and engagement. Recognizing its workforce as the cornerstone of organizational success, the company focused on initiatives that promote physical, mental and financial health while cultivating a sense of belonging. Through these efforts, BJC continues to create an inclusive workplace that employees regard as a second home.

The company's commitment to employee satisfaction has garnered significant recognition. BJC Big C was honored as one of the **"Top 50 Companies in Thailand 2025"** by WorkVenture, ranking 8th in a survey of young professionals. This accolade highlights BJC's exceptional employee benefits, well-being initiatives and inclusive practices, making it a model employer for the next generation. Furthermore, BJC received the prestigious **"Thailand Best Employer Brand Awards 2025"** from the World HRD Congress and CHRO Asia, acknowledging its effective HR practices, positive workplace culture and support for employee growth and diversity. These awards affirm BJC's success in building a "Happy Workplace" where employees thrive and grow sustainably.

Engaging Communication and Feedback

BJC continues to actively engage employees through transparent communication and inclusive feedback mechanisms. Social media platforms like BJC Big C Facebook are used to cultivate a strong sense of community and belonging. Additionally, annual employee satisfaction surveys provide valuable insights, enabling BJC to develop targeted action plans to address areas for improvement. Survey results are shared with department heads to empower them in refining strategies, ensuring that employee concerns are effectively addressed, and engagement levels remain high.

BJC conducts regular employee engagement and satisfaction surveys to assess workplace morale, identify areas for improvement and enhance employee retention strategies. The employee engagement and satisfaction survey results are analyzed to implement targeted improvements in employee well-being. Feedback from surveys is used to develop new policies, enhance work-life balance initiatives, refine career development programs and improve workplace conditions.

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

Commitment to Employee Engagement

In **2025**, BJC achieved an overall **employee engagement rate of 84%**, reflecting the continued effectiveness of its strategies to strengthen employee participation and engagement across the organization. The Company emphasizes transparency and proactive communication by providing employees with advance notice of significant operational changes, ranging from **one week to six months (minimum notice period)**, as specified in the collective agreement.

Survey results also indicate strong engagement across all employee groups, including employees aged over 50, with stable or improved engagement levels observed across several management tiers.

By integrating **recognition, open communication and an inclusive workplace culture** into its employee engagement strategies, BJC continues to foster a motivated and committed workforce that is well prepared to support the Company's long-term success and sustainable growth.

Actively Engaged Employees (%)				
Age Group	**2022**	**2023**	**2024**	**2025**
More than 50 years	77	80	81	82
Between 30 to 50 years	73	84	81	82
Less than 30 years	70	85	83	86
Management Level	**2022**	**2023**	**2024**	**2025**
Top Management	92	100	79	82
Management	72	86	85	85
Junior Management	69	81	82	83
Supervisor	72	81	80	82
Officer	75	82	82	84

Highlight Employee Engagement Activities 2025



1. Sound Healing Activity

BJC organized a Sound Healing activity to support employees' mental well-being through therapeutic sound and vibration practices. The session utilized healing instruments such as Himalayan singing bowls, crystal bowls and gongs to create calming sound frequencies that help restore balance within the body and mind. This activity aimed to reduce stress and anxiety while promoting deep relaxation and emotional balance. Approximately 120 employees participated in this program.



2. "Lose Belly, Reduce BMI" Challenge

To encourage healthier lifestyles, BJC launched the "Lose Belly, Reduce BMI" challenge, a 30-day program designed to motivate employees to improve their physical health through weight and BMI reduction. Participants shared their daily meals and exercise activities through a dedicated LINE group and submitted progress photos throughout the challenge period. The initiative fostered positive health behaviors and friendly competition among employees, with approximately 550 employees joining the activity.

3. Calorie Credit Challenge (CCC) with the Ministry of Tourism and Sports

BJC also participated in the Calorie Credit Challenge (CCC) in collaboration with Thailand's Ministry of Tourism and Sports. The initiative encourages employees to increase daily physical activity by tracking their walking steps through the CCC mobile application. The program aims to promote healthier habits by encouraging movement and reducing prolonged sedentary behavior, such as extended sitting during meetings. More than 3,300 employees participated and BJC ranked No. 1 nationwide among organizations, collectively accumulating 14,713,358 calories burned through the program.

These activities underline BJC's commitment to fostering a healthy, creative and inclusive workplace environment, in alignment with its theme of "Nurturing Sustainable Living for All". Each initiative contributes significantly to employee well-being, engagement and overall satisfaction.





Trend of Employee Engagement (Coverage 100% of total employees)

	2022		2023		2024		2025	
Actively Engaged Employees (%)	82		82.1		82.5		84	
	M 81.5	F 82.5	M 81.1	F 83.1	M 81.5	F 83.5	M 84.3	F 83.5

Awards and Recognitions

- Human Rights Awards 2025
  - ◊ Presented by the Rights and Liberties Protection Department, Ministry of Justice, Thailand.
- Thailand Most Attractive Companies 2025, (Ranked 31st Place)
  - ◊ Presented by QGEN Consultant, a leading People & Organization consulting firm in Thailand.
- Thailand Best Employer Brand Awards 2025
  - ◊ Awarded by the World HRD Congress and CHRO Asia.
- Top 50 Companies in Thailand 2025 (Ranked 8th Place)
  - ◊ Recognized by WorkVenture.







- HR Experience Awards 2025 (Thailand)
    - ◊ Recognized by Human Resources Online, Singapore, with multiple awards, including: Overall Talent Acquisition Award



A total of 6 Gold Awards were received in the following categories:

1. Leadership : Best Diversity and Inclusion Strategy
2. Learning : Best Career Development Programme
3. Learning : Best In-House Certification Programme
4. Engagement : Best Remote Work Strategy
5. Talent Acquisition : Best In-House Candidate Experience
6. Talent Acquisition : Best Onboarding Experience

A total of 7 Silver Awards were received in the following categories:

1. Engagement : Best Parental and Caregiver Support Programme
2. Engagement : Best Rewards and Recognition Programme
3. Engagement : Most Innovative and Sustainable Office Design
4. Talent Acquisition : Best Campus Recruitment Strategy
5. Talent Acquisition : Best In-House Recruitment Team
6. Talent Acquisition : Best Recruitment Marketing Campaign
7. Talent Acquisition : Best Talent Assessment and Selection Process

A total of 6 Bronze Awards were received in the following categories:

1. Leadership : Best ESG Programme
2. Leadership : Best HR Communication Strategy
3. Leadership : Best Succession Planning Strategy
4. Learning : Best Capability Development Programme for the HR team
5. Engagement : Best Employee Advocacy Programme
6. Engagement : Best Hybrid Work Model

- HR Excellence Awards 2025 (Thailand)
    - ◊ Recognized by Human Resources Online, Singapore, with multiple awards, including: Overall Talent Acquisition Award, Gold in Excellence in Leadership Development, Gold Excellence in Cross-Generation Workforce Engagement, Gold in Excellence in Gig Workforce Engagement, Silver in Excellence in Employee Advocacy and Brand Ambassadors, Silver in Excellence in Business Transformation, Bronze in Excellence in Workforce Flexibility, Bronze in Best HR Team.





- HR Asia Best Companies to Work for in Asia 2025
    - ◊ Recognized by HR Asia, a leading HR publication in Asia.

- Thailand People Management Award 2025 – Gold Award
    - ◊ By the Personnel Management Association of Thailand (PMAT).
    - ◊ The Gold Awards reflect the organization's ability to effectively manage human resources within a large-scale business structure, while continuously implementing structured systems for employee development and support across all levels of the organization.

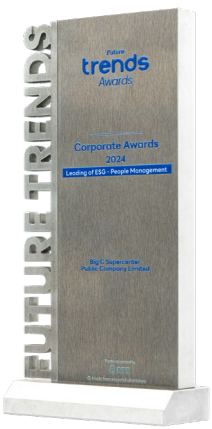
- Future Trends Awards 2025 - Outstanding Organization in ESG Leadership (People Dimension)

- Corporate Sustainability Reporting, Asia Responsible Enterprise Awards (AREA) 2025 organized by Enterprise Asia

- Employee Branding Strategy – Salary Hero Award: This award is presented to organizations that demonstrate excellence in building a positive workplace culture and effectively fostering strong employee engagement.

- Excellent Practices Establishment on Labor Relations and Welfare Award (19th Consecutive Year)
    - ◊ Awarded by the Ministry of Labour, Thailand











Labor Practice

Significance and Exposure

Labor practices are a material topic for BJC, reflecting the Company's significant impact on employees and workers across its value chain. With more than 60,000 employees operating across manufacturing, packaging, consumer products and retail businesses in multiple countries, BJC's operations directly and indirectly influence working conditions, employee well-being and the protection of human rights.

Labor-related impacts arise throughout the value chain, including direct operations and business relationships with suppliers and partners. Key impact areas include fair employment conditions, occupational health and safety, equal opportunity and employee engagement. If not effectively managed, these impacts may lead to labor rights violations, unsafe working environments, reduced employee well-being, and decreased workforce productivity.

BJC is also exposed to a range of labor-related risks, including non-compliance with labor regulations, inequitable employment practices, workforce dissatisfaction and potential human rights issues. These risks may result in regulatory penalties, reputational damage and operational disruptions.

In response, BJC aligns its labor practices with applicable laws and internationally recognized standards, including the principles of the International Labour Organization (ILO), and promotes a strong culture of Diversity, Equity and Inclusion (DEI) across its operations.

In a rapidly evolving business environment characterized by digital transformation and changing workforce expectations, BJC recognizes that responsible labor practices are essential to attracting and retaining talent, strengthening workforce resilience and sustaining long-term business performance.

These considerations reinforce BJC's commitment to **"Responsible Growth with Purpose"**, ensuring that business growth is supported by responsible employment practices that protect employee well-being, uphold human rights and create long-term value for employees, the organization and society.

Management Approach

In line with its **"Responsible Growth with Purpose"** strategy, BJC adopts a comprehensive and structured labor management approach to ensure fair treatment, protect employee rights, and foster a safe, inclusive and high-performance workplace.

This approach is guided by a robust policy framework, including the **Human Rights Policy, Diversity and Inclusion Management, and Non-Discrimination Policy, and Employee Treatment and Living Wage Policy**, which establish clear expectations for ethical employment practices across all business units and business relationships.

These policies are embedded into operations through employee onboarding, continuous training and internal communication channels to ensure consistent implementation across all levels of the organization. Labor practices are also integrated into the Company's ESG governance structure, with oversight from senior management and relevant committees.

To manage labor-related impacts, BJC implements structured processes covering recruitment, working conditions, employee development and occupational health and safety. The Company promotes equal opportunity, fair treatment and a respectful workplace culture, while supporting employee engagement and long-term career development.

BJC also extends its labor standards beyond its own operations by engaging suppliers and business partners to promote responsible labor practices across the value chain, in alignment with international labor standards.

Employee-related data is monitored through internal human resource systems and regularly reviewed to track workforce trends, assess employee engagement and identify opportunities for continuous improvement.

To ensure transparency and accountability, BJC provides formal grievance and whistleblowing mechanisms, allowing employees to report concerns confidentially. All reported cases are subject to structured investigation and remediation processes.

Insights gathered through employee surveys help refine well-being programs and workplace engagement initiatives, while consultations with labor unions support constructiveness and contribute to improvements in working conditions. This participatory approach enables BJC to better respond to workforce needs and strengthen effective labor-management relations across its operations.

BJC also ensures that employees are informed of significant operational changes in a timely manner through appropriate communication and consultation processes, in alignment with applicable labor laws and practices.

Through these efforts, BJC strengthens workforce well-being, enhances employee engagement and supports organizational resilience, ensuring that business growth is achieved responsibly and sustainably.

Implementation of Labor Management Approach

To operationalize its labor management approach, BJC implements a range of initiatives across the organization, focusing on employee development, well-being, diversity and inclusion, labor relations and grievance management. These initiatives aim to ensure responsible labor practices and enhance workforce engagement, productivity and long-term sustainability.

1. Workforce Capability and Talent Development

BJC places strong emphasis on continuous learning and employee development to enhance long-term employability and organizational capability.

- **R-U-N Program (Reskill – Upskill – New Skill):** A flagship program designed to equip employees with future-ready skills, leadership capabilities and career development pathways.
- **Leadership Development and Succession Planning:** Structured programs to develop high-potential employees and ensure leadership continuity.

- **Digital and Innovation Skills Training:** Supporting workforce adaptation to technology-driven business transformation.

These initiatives align with the company's commitment to fostering a high-performance culture and lifelong learning mindset, as reflected in its corporate values. They enhance employee capabilities, support business transformation and strengthen long-term organizational competitiveness.

2. Employee Well-being and Engagement

BJC promotes a holistic approach to employee well-being, covering physical, mental, and social aspects. Key initiatives include mental health programs, work-life balance initiatives, flexible working practices, employee engagement activities, and occupational health and safety (OSH) management.

The company's strong HR practices have been recognized through awards such as HR Asia Best Companies to Work for in Asia 2025, reflecting its commitment to creating a positive employee experience. These efforts contribute to improved employee satisfaction, engagement and overall workforce resilience.

3. Diversity, Equity and Inclusion (DEI)

BJC actively promotes an inclusive workplace that respects diversity and ensures equal opportunity.

This includes:

- Non-discrimination in hiring, promotion and compensation
- Gender equality and leadership diversity
- Inclusive workplace culture aligned with corporate values

The company's DEI performance has been recognized globally, reinforcing its leadership in fostering equitable workplaces. These practices foster an inclusive workplace environment, enhance diversity of perspectives, and support equitable career opportunities across the organization.

4. Freedom of Association and Worker Representation

BJC respects employees' rights to freedom of association and collective bargaining. The company supports the establishment of labor unions within its operations, Encourages open dialogue between employees and management, applies consistent labor standards for employees not covered by unions. These practices ensure that all employees have access to fair representation and equitable working conditions.

These practices support constructive labor-management relations, effective employee representation and transparent consultation processes across the organization.

5. Grievance Mechanism and Whistleblowing

To ensure transparency and accountability, BJC provides formal grievance channels, including confidential reporting systems, Whistleblowing mechanisms with protection measures, Structured investigation and remediation processes. These mechanisms allow employees to safely report concerns related to labor practices, workplace conditions or human rights issues, reinforcing trust and ethical conduct across the organization.

These mechanisms strengthen trust, accountability and ethical conduct, while ensuring that labor-related concerns are addressed in a timely and appropriate manner.

Occupational Health and Safety

Significance and Management Approach

BJC places occupational health and safety (OHS) at the core of its operations, recognizing it as a critical component of sustainable business performance. As part of its commitment to **Responsible Growth with Purpose**, the Company prioritizes the protection of workers' health and safety as a fundamental responsibility in delivering sustainable and responsible business growth. The company is committed to preventing injuries, work-related illnesses and fatalities, while safeguarding the overall well-being of its workforce. Effective occupational health and safety management also supports operational reliability, workforce productivity and long-term business resilience.

Recognizing the inherent safety risks and occupational hazards associated with its business activities, BJC emphasizes systematic risk identification, control and mitigation. BJC implements a structured hazard identification and risk-assessment process covering routine and non-routine activities, emergency situations and operations conducted by contractors. Control measures follow the hierarchy of controls to ensure effective mitigation of workplace hazards. This commitment is reinforced through strict compliance with all applicable workplace safety, occupational health and environmental regulations, enabling the company to minimize potential impacts on employees, contractors and other stakeholders and to maintain a safe and accountable working environment. BJC's occupational health and safety management system applies to employees, contractors and other workers whose work or workplace is under the Company's control, ensuring that all individuals involved in its operations are protected by consistent safety standards across operations. Workers and their representatives are actively engaged through joint health and safety committees, regular consultations and participation in hazard reporting and incident-investigation processes, in line with principles of worker participation and representation

To further enhance its management practices, BJC has implemented the ISO 45001:2018 occupational health and safety management system. This framework supports structured hazard evaluation and the application of effective risk-control measures, resulting in fewer injuries, illnesses and workplace incidents. It also affirms the company's dedication to employee health, safety and overall well-being, contributing to stronger organizational reputation, higher workforce morale and improved retention.

In addition, BJC fosters a strong and consistent safety culture across all levels of the organization — from leadership to frontline employees — through the execution of its safety, occupational health and workplace environment policy. The company continuously develops and refines its management systems to ensure full alignment with legal requirements and relevant standards, supporting the long-term sustainability and ongoing enhancement of its safety culture.

Safety, Occupational Health and Working Environment Policy

To ensure the highest level of safety across all work processes, BJC has established a comprehensive policy on safety, occupational health and the working environment. This policy governs the development and implementation of safety management systems in full compliance with applicable laws, international standards and other relevant requirements.

It applies to all operations within BJC and its subsidiaries, including activities carried out by contractors, employees, contract employees, suppliers and any individuals working under BJC's supervision.

The policy serves as a framework for establishing clear guidelines and standards to effectively manage safety, occupational health and environmental conditions. Its purpose is to minimize — ideally eliminate — accidents and hazards that employees may encounter, support continuous improvement and reinforce a strong safety culture. This commitment is fundamental to achieving the company's long-term goal of zero accidents.

OHS Management Structure

BJC has appointed the Operational Excellence Committee: SHES (Safety–Health–Environment–Security), comprising the Heads of Safety Departments from each Business Unit within the BJC Group, to establish, govern and drive the execution of group-wide action plans related to safety, occupational health, the working environment and security. The committee is responsible for ensuring consistent standards across all BJC companies and for continuously monitoring, assessing and enhancing performance to align with operational realities and support sustained improvement.



The SHES committee plays a key role in promoting effective management systems, supporting compliance with applicable laws and regulations and advancing the adoption of appropriate technologies and practices to improve safety and environmental performance. It also provides guidance and reviews matters related to SHES to ensure that operations across the group are aligned with organizational objectives and established standards and reports its findings to the Operational Excellence Committee.

The Operational Excellence Committee then reports to the Management Board, which oversees and ensures that occupational health and safety management is executed efficiently and effectively.

OHS Management Structure at Site Level

BJC complies fully with Thai occupational health and safety law by establishing Occupational Safety, Health and Working Environment Committees at the site level. These committees are formed through the required election process, ensuring proportionate representation from employers and employees and convene monthly as mandated.

The site-level Occupational Safety, Health and Working Environment Committees play a central role in overseeing OHS compliance across operations. All committee members have completed legally required training on their roles, responsibilities and occupational safety knowledge. As formal representatives of both employees and contractors, they provide a structured channel for raising concerns, offering feedback and participating in monthly management and Safety, Health and Environment (SHE) meetings.

This approach reinforces BJC's commitment to maintaining high safety standards and ensuring meaningful employee participation in safety governance. The committees also serve as a mechanism for worker participation by reviewing concerns submitted through hazard-reporting systems, safety observations and site inspections, ensuring that corrective actions are implemented and communicated back to workers.

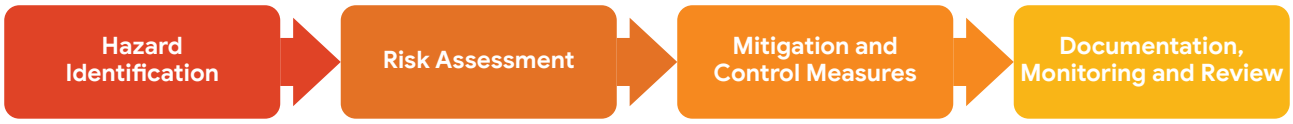
Through active engagement, the committees support the identification of hazardous conditions, incident investigation, audits, inspections and targeted training initiatives that strengthen BJC's Occupational Health and Safety Management System (OHSMS). Their work aligns with ISO 45001 and ISO 14001 requirements and includes conducting annual management reviews to ensure continuous improvement.

By fostering open communication and encouraging participation at all levels, the committees help cultivate a strong safety culture. This ensures that employee and contractor well-being remains at the forefront of operational decision-making and reflects BJC's continued commitment to providing a safe, compliant and supportive working environment.

OHS Risk and Hazard Assessment

BJC systematically identifies and evaluates hazards and risks across its operations to prevent work-related injuries, ill-health and unsafe conditions. The process is established, implemented and maintained in accordance with ISO 45001 requirements and includes proactive and ongoing monitoring of workplace conditions, activities, equipment and organizational changes.

BJC conducts formal OHS risk assessments at least annually and additionally whenever significant operational changes, incidents, or new hazards arise. The methodology covers both routine and non-routine activities, taking into account workers, contractors, visitors and external factors that may influence risk levels.



OHS Hazard and Risk Assessment Process

1. **Hazard Identification**
   Hazards are identified systematically through inspections, job safety analyses, incident reports, worker consultations, equipment assessments and evaluations of environmental and ergonomic conditions. This includes physical, chemical, biological, psychosocial, ergonomic and organizational hazards.
2. **Risk Assessment**
   Each identified hazard is evaluated based on the likelihood of occurrence and severity of potential consequences. The assessment follows BJC's standardized risk matrix and ensures prioritization of high-risk scenarios. Both existing controls and potential failure scenarios are considered to determine residual risk. The process takes into account interactions among people, equipment and processes, as well as the potential impact of changes in work organization, procedures, or technology.
3. **Mitigation and Control Measures**
   Appropriate controls are selected following the hierarchy of controls required under ISO 45001 — elimination, substitution, engineering controls, administrative controls and personal protective equipment (PPE). Control plans include implementation responsibilities, timelines, resource allocation and monitoring mechanisms to ensure effectiveness.
4. **Documentation, Monitoring and Review**
   All risk assessments, control actions and monitoring results are documented. Reviews are performed to verify the effectiveness of controls, ensure compliance with legal and other requirements and incorporate lessons learned from incidents, audits and worker feedback. Records are maintained and updated as part of the continual improvement cycle. Key findings and required corrective actions are communicated to workers, supervisors and contractor teams to ensure shared understanding and accountability.

OHS Hazard and Risk Assessment in New Operations and Projects

BJC integrates comprehensive health and safety risk assessments as a core component of its due diligence process for all new operations and projects. Before initiating any new business activities, expansions, or facility developments, the company conducts proactive risk evaluations to identify, assess and mitigate potential health and safety hazards.

Key measures include:

1. Pre-operational risk assessments to evaluate potential workplace hazards before project approval.
2. Safety compliance checks to ensure alignment with ISO 45001:2018, national safety regulations and industry best practices.
3. Environmental and occupational health impact assessments to mitigate risks related to air quality, noise exposure, hazardous materials and emergency preparedness.
4. Stakeholder engagement involving employees, contractors and external safety experts to identify site-specific safety concerns. Worker participation is ensured through structured consultations, site walkthroughs and review of proposed control measures, allowing workers to raise safety concerns without fear of retaliation.
5. Integration of risk assessment outcomes into facility design, layout planning, equipment selection and operational procedures to eliminate or reduce hazards at the source.

OHS Action Plan and Targets

The OHS action plan integrates prioritized risks identified through hazard assessments, incident trends, regulatory obligations and stakeholder expectations into a unified set of improvement actions that align with ISO 45001 requirements.

Prioritization and integration of action plans with quantified targets to address those risks

High-risk hazards are addressed first using the hierarchy of controls, with priority given to eliminating or engineering out serious injury and fatality exposures, strengthening operational controls and enhancing occupational health protections. The plan establishes measurable targets — such as reducing injury rates, improving exposure controls, completing all required competency training and raising contractor safety performance — and embeds these objectives into operational planning, procurement and change management activities.

Evaluation of Progress in Reducing/Preventing Health Issues and Risks Against Targets

In 2025, Rubia Industries Limited (RIL) demonstrated measurable progress in reducing workplace health and safety risks in alignment with its established targets. A key initiative was implemented in the Confectionery Department, focusing on improving machine safety through the upgrade of safety guards integrated with interlock systems. This approach emphasized engineering controls as the primary risk mitigation strategy, aiming to minimize employee exposure to hazardous moving parts.

The project was executed in full, achieving 100% completion as planned. Following implementation, no machinery-related incidents have been reported, indicating effective risk control and operational reliability. The initiative successfully eliminated or significantly reduced the likelihood of serious injuries associated with machine operation.



Safety guards and instruction

Overall, this outcome reflects strong performance against safety targets, demonstrating the effectiveness of proactive risk management, investment in safer technologies and adherence to preventive safety principles.

Moreover, BJC integrates its action plans through a comprehensive approach that includes;

- Continuous safety training: to ensure employees remain up to date on protocols and best practices;
- Provision of personal protective equipment (PPE) to mitigate environmental exposure risks such as heat-protection and hearing-protection equipment;
- Routine health assessments, including hearing tests: to support early detection and timely intervention;
- Consistent communication of safety information through updated notice boards across facilities;
- Confidential whistleblowing system that enables employees to report safety concerns anonymously, reinforcing a culture of accountability and shared responsibility for workplace safety.

Progress is monitored through leading and lagging indicators, internal audits, worker participation mechanisms and periodic management reviews to ensure timely corrective actions and continual improvement across all sites. Key indicators include training completion rates, safety inspections, incident frequency rates, lost time injury frequency rate (LTIFR) and work-related health monitoring results, which enable the Company to evaluate both preventive actions and actual safety performance.

OHS Training

BJC prioritizes continuous knowledge development, employee performance and effective communication with stakeholders. The Company systematically identifies OHS training needs through risk assessments, job hazard analyses and performance evaluations. This ensures that training programs are aligned with operational risks and regulatory requirements, particularly in high-risk working environments. Training needs are also defined with input from workers and site-level safety committees to ensure that frontline concerns and observed hazards are accurately reflected in the annual training plan.

To strengthen workforce competency and ensure consistent safety standards, the Company categorizes OHS training into two main levels: Basic OHS Training and Specialized Risk-Based Training. This framework supports alignment with job responsibilities, operational risks and ISO 45001 requirements.

Basic OHS Training

Basic OHS training is mandatory for all employees and contractors prior to commencing work. The program aims to establish fundamental safety awareness and promote safe working practices across all operations. Key training topics include:

- Office ergonomics
- Basic first aid and CPR
- Fire prevention and firefighting
- Emergency response procedures
- Workplace safety rules and incident reporting systems



Specialized Risk-Based Training

Employees and contractors engaged in high-risk or task-specific activities are required to complete additional specialized training based on job-specific risk assessments and hazard identification. This ensures that personnel possess the competencies necessary to manage occupational risks effectively. Training duration, content and qualifications of instructors are defined based on regulatory requirements and technical complexity. Key training programs include:

- Crane operation safety
- Construction site safety management

- Lockout/Tagout (LOTO) procedures
- Forklift operation
- Working at height
- Confined space entry

These programs are delivered by qualified instructors and subject matter experts. Training content and delivery methods are regularly reviewed to ensure technical accuracy, regulatory compliance and alignment with operational requirements.

To promote safety throughout the value chain, all contractors are required to complete OHS training prior to commencing work on-site. Contractor performance is monitored to ensure continuous compliance with safety protocols and risk control measures. This approach supports the prevention of occupational injuries, incidents and work-related illnesses, while reinforcing a strong safety culture across all operations.

Training records are maintained and monitored to support continuous improvement in occupational health and safety performance.

Training: Pandemic Preparedness and Response: HIV / AIDS

BJC is steadfast in its dedication to safeguarding the health and enhancing the quality of life of all our employees. BJC actively supports sustainable health initiatives at both societal and global levels.

As part of the commitment to promoting a safe and equitable workplace, BJC has implemented comprehensive training programs aimed at increasing awareness and understanding of HIV/AIDS. These programs are designed to:

- Provide accurate information about HIV/AIDS.
- Educate employees on the “U=U” (Undetectable = Untransmittable) concept to reshape perceptions of individuals living with HIV.
- Emphasize the importance of creating a safe, fair and non-discriminatory workplace in line with international standards.
- Foster an organizational culture that values understanding and equality.

Through these efforts, BJC reaffirms its unwavering commitment to the health, well-being and equal treatment of all employees, fostering a workplace environment that is both inclusive and supportive.

In 2025, 100% training completion rate was achieved among eligible employees.

OHS Safety Inspection (Internal Inspection)

BJC conducts regular OHS safety inspections led by the Occupational Safety, Health and Working Environment Committees, along with the Safety Professional Officer. These monthly inspections identify and address unsafe conditions and behaviors, verify compliance with established safety procedures and ensure that risks are effectively controlled. Findings are documented and reported to Site Head for review and action to maintain a safe working environment.

OHS Audit

BJC has implemented a structured internal audit program to assess the ongoing effectiveness of its occupational health and safety management system. This process ensures that safety requirements are consistently applied and continuously improved across the organization.

Emergency Plan and Drill

BJC has established an integrated emergency preparedness framework to ensure effective response to critical incidents. This framework emphasizes regular training, structured drills and continuous improvement to strengthen employee readiness and alignment with Business Continuity Management (BCM).

1. Regular Training and Drills

I. Emergency Training

BJC provides structured emergency response training to equip employees with the knowledge and skills needed to act appropriately under various emergency scenarios:

- Fire Drills: Conducted routinely to ensure employees understand evacuation procedures, the use of firefighting equipment and how to respond safely during fire incidents.
- Active Shooter Drills: Focused on practical response strategies based on the "Run, Hide, Fight" approach, enabling swift and informed decision-making in high-risk situations.
- Evacuation Drills: Designed to reinforce coordinated evacuation, clarify responsibilities and ensure familiarity with safe assembly points.

Training sessions incorporate detailed instruction, scenario-based practice and post-drill debriefings to strengthen operational readiness and address improvement needs.

II. Continuous Improvement

BJC maintains a proactive approach to emergency preparedness through systematic review and refinement:

- Monthly Case Studies: Real internal and external incidents are analyzed to extract lessons learned and reinforce best practices.
- Incident Reviews: Structured evaluations are performed after drills or actual incidents to assess response effectiveness and communication accuracy.
- Plan Enhancements: Insights from reviews guide timely updates to procedures, communication protocols, evacuation routes and training requirements to ensure plans remain current and effective.

2. Integration with Business Continuity Plans

- Alignment with BCM: Emergency response activities are coordinated with Business Continuity Plans to ensure operational stability during disruptions.
- Resource Allocation: Essential emergency resources — including communication tools, protective equipment and critical supplies — are prepared and maintained under the BCM framework.

By combining regular training, continuous evaluation and alignment with Business Continuity Management, BJC ensures a strong state of preparedness. This integrated approach supports an effective response to emergencies and enhances organizational resilience.

OHS Incident Investigation

BJC has established a systematic Incident Investigation Process to ensure that all work-related incidents — including injuries, near misses, unsafe conditions, property damage and work-related ill health or diseases — are addressed promptly and effectively.



Incident investigation process

When an incident occurs, employees are required to report it immediately to their supervisor and the Safety Officer. Initial actions focus on assisting affected individuals, securing the area and preventing further harm. The incident scene is preserved to protect all relevant evidence until the investigation team begins its assessment.

An investigation team is appointed based on the severity and nature of the incident. The team examines the sequence of events and identifies contributing factors using recognized root-cause analysis techniques supported by collected evidence. Based on the identified causes, the team develops corrective actions designed to eliminate contributing factors and prevent recurrence. Responsibilities, timelines and necessary resources are clearly defined prior to management approval.

Once approved, corrective actions are implemented and monitored to ensure timely completion. The Safety Officer verifies the effectiveness of the measures and additional risk assessments may be conducted if changes to processes, equipment, or conditions are required. The organization then evaluates whether the implemented actions have effectively addressed the root causes and whether further improvements are needed.

All investigation records — including reports, findings, corrective actions and evidence of completion — are securely maintained. To promote organizational learning, key findings and preventive measures are communicated to relevant employees and contractors. Lessons learned are integrated into training programs, risk assessments and ongoing OHS improvement initiatives. Significant incidents and recurring trends are reviewed during OHS Committee meetings and management reviews. Through this structured and continual process, BJC strengthens its OHS management system and reinforces a proactive safety culture across the organization.

OHS Criteria in Procurement and Contractual Requirement

BJC has embedded ESG criteria as a fundamental element in supplier selection and evaluation processes, with OHS being a key part of these ESG criteria. In addition, BJC has established a Supplier Code of Conduct to serve as a framework for business practices for all suppliers within the Group. OHS is one of the requirements that suppliers must comply with, which includes providing a working environment that meets the Occupational Health and Safety Act, applicable laws and relevant regulations. Suppliers must also provide employees with adequate and appropriate personal protective equipment, aligned with workplace risks, ensure its readiness for use and enforce its proper usage. This reflects BJC's commitment to managing and developing its business sustainably, while maintaining social responsibility and reducing business risks.

Through these requirements, BJC seeks to prevent and mitigate occupational health and safety risks that may arise within its supply chain and contractor operations, ensuring that external partners uphold safety standards consistent with those applied within the Company's own operations.

Moreover, as stated in BJC's Supplier Code of Conduct, suppliers shall attend and offer training on safety, occupational health and working environment to employees and other relevant stakeholders to raise awareness and reduce operational health and safety incidents.

OHS Initiatives

Health Programs:

- **Fitness Center and Exercise Classes**

  All employees can access the fitness center during 06:00 – 22:00 hours on weekday. Beyond that, the company also initiated special corporate rates for its employees who would like to apply for a membership at Jetts Fitness center nationwide. Moreover, every Monday and Wednesday after working hours, an exercise class was available for the employees to join. The class took place at the auditorium and it comprised cardio exercise such as Yoga and Zumba dance.

- **Occupational Health Check-up**

  BJC provides occupational health services designed to prevent work-related illnesses and promote employee well-being. These services include periodic health examinations, workplace exposure monitoring and health consultations tailored to occupational risk factors identified within different business units and are aligned with job-specific occupational risks across the organization.

  BJC conducts annual health check-ups based on job-related risk factors and workplace hazard assessments. These examinations are designed to monitor employees' health conditions, identify potential work-related illnesses at an early stage and support effective preventive measures.

  Health surveillance activities are implemented in compliance with applicable legal requirements and internal policies. The results are used to enhance workplace controls, ensure fitness for work and promote continuous improvement in occupational health management.

- **Well-Being Program**

  BJC Glass (Thai Glass Industries Public Company Limited and Thai Malaya Glass Company Limited) promotes employee well-being through participation in the "Persona 60-Day Challenge", organized by the Thai Health Promotion Foundation. The program encourages employees to apply health knowledge in their daily lives through the "Personal Health" application, with a focus on reducing sugar consumption and fostering healthier behavioral changes.



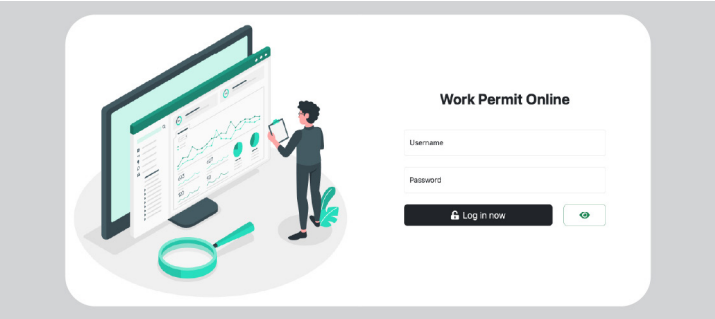


Work Permit Online System

In 2025, BJC implemented a Work Permit Online System to strengthen safety management and control high-risk work activities conducted by contractors. The system ensures that all work tasks are properly assessed, authorized and monitored prior to commencement.

Under this system, personnel are required to obtain work permits before entering designated work areas or performing high-risk activities. Risk assessments, safety measures and work conditions are reviewed and approved by authorized personnel to ensure compliance with safety standards, internal procedures and applicable legal requirements.

The Work Permit Online System enhances traceability, accountability and on-site supervision, supporting effective risk control and reinforcing the Company's commitment to occupational health and safety management.



OHS Certification

- **ISO45001:2018**
  BJC has obtained ISO 45001:2018 certification, which requires independent external verification by accredited certification bodies. External audits are conducted annually by SGS (Thailand) Ltd., BSI Group (Thailand) Co., Ltd., LRQA and Bureau Veritas, depending on the operation. These audits cover occupational health and safety management systems across our key operations. The certification ensures a structured and proactive approach to managing health and safety risks, reflecting our strong commitment to employee well-being.

- **Other Certifications**
  ISO 14001:2015 - Environmental Management Systems
  ISO 9001:2015 - Quality management system (QMS)

OHS Awards and Recognitions

BJC continues to demonstrate strong commitment to occupational health and safety (OHS), with multiple business units receiving national-level recognition. In 2025, Berli Jucker Cellox Public Company Limited (CPC) was honored by the Ministry of Labour (Thailand) for excellence in occupational safety and health practices, achieving the Silver Level award for the ninth consecutive year. In addition, CPC received the Silver Level award under the Zero Accident Campaign 2025 (B.E. 2568) for the second consecutive year at its Bang Phli Factory in Samut Prakan Province.

Moreover, BJC places significant emphasis on employee health, recognizing that enhanced well-being strengthens morale and contributes positively to operational effectiveness and overall workplace dynamics. This approach supports the development of a more resilient, energized and productive organization. By fostering an environment where employees feel engaged, valued and supported, BJC enhances its ability to attract and retain talent, while cultivating a culture grounded in collaboration, mutual respect and a strong sense of belonging.

This commitment is reflected in tangible outcomes. BJC Glass has been awarded the "Role Model" for Holistic Worker Health Management by the Department of Labour Protection and Welfare, underscoring the Company's continued dedication to advancing sustainable organizational well-being.



These recognitions reflect consistent performance in maintaining high OHS standards, effective risk management and a strong safety culture across operations. Other BJC business units have also received OHS-related awards and recognitions during the reporting period. Further details are available on the Company's website.

OHS Performance

Work-related injuries

Fatalities

Fatalities	Unit	2022	2023	2024	2025	Target 2025
Employee - Case	number	0	0	0	0	0
Rate	n/millions of Hours Worked	0	0	0	0	0
Contractor - Case	number	0	0	0	0	0
Rate	n/millions of Hours Worked	0	0	0	0	0

LTIFR-Employee

LTIFR - Employee	Unit	2022	2023	2024	2025
Case	number	151	184	181	163
Rate	n/millions of Hours Worked	1.79	2.12	2.07	1.83
Coverage	% of Revenue	91.37	91.42	91.81	91.61

LTIFR-Contractor

LTIFR - Contractor	Unit	2022	2023	2024	2025
Case	number	15	18	44	25
Rate	n/millions of Hours Worked	0.51	0.50	0.75	0.69
Coverage	% of Revenue	91.37	91.42	91.81	91.61

Working-Hours

Working-Hours	Unit	2025
Employee	Hours	89,112,247
Contractor	Hours	36,467,623

Workers Covered by OHS Management System in 2025

Category	Number	Percentage from Total Employees / Total Contractors (%)
Employees covered by OHS management system	39,452	100
Workers (non-employees i.e. contractors) covered by OHS management system	235,023	100
Employees covered by internally audited OHS system	39,452	100
Workers (non-employees i.e. contractors) covered by internally audited OHS system	235,023	100
Employees covered by externally audited/certified OHS system*	4,479	100
Workers (non-employees i.e. contractors) covered by externally audited/certified OHS system*	25,675	100

* BJC's OHS management system with third-party certification (e.g., ISO 45001) currently applies to business units where the nature of operations involves higher occupational health and safety risks — notably in manufacturing activities related to consumer products, packaging and food. These include factories of Rubia Industries, BJC Cellox, BJC Glass, Thai Beverage Can and BJC Foods. External certification is prioritized for these units due to regulatory requirements, industry standards and risk management considerations.

Community
Contribution & Development

Significance and Exposure

While community engagement has not been identified as a material topic in the current reporting year, BJC continues to implement community development initiatives as part of its broader commitment to responsible business practices and social contribution.

In 2025, community engagement remains an important consideration for BJC as the Group's retail stores, distribution centers and manufacturing facilities operate near communities across Thailand. Through these operations, the Company interacts with a wide range of stakeholders whose livelihoods and well-being may be influenced by business activities.

BJC recognizes that its operations may create both positive and negative impacts on surrounding communities. Potential negative impacts include disturbances such as noise, traffic and waste generation, which may affect the quality of life and well-being of local residents. At the same time, BJC contributes positively by creating employment opportunities, supporting local economies and implementing community development initiatives that enhance access to food, education and essential resources.

Aligned with BJC's commitment to Responsible Growth with Purpose, maintaining constructive relationships with surrounding communities is essential for sustaining long-term business operations and creating shared value. Insufficient engagement or a lack of understanding of community concerns may present social and operational risks.

To address these exposures, BJC integrates community considerations into relevant operational activities and maintains engagement with local stakeholders where appropriate. The Company is committed to engaging with local communities through established communication channels and stakeholder engagement processes to better understand community needs and concerns.

Community Contribution & Development Strategy

BJC is committed to supporting community development and social well-being in areas where it operates. This commitment is implemented through a structured Corporate Social Responsibility (CSR) framework that integrates community considerations into its business operations.

To guide its community initiatives, BJC prioritizes four key areas: **Education, Environment, Public Health & Community Well-being and Religion & Culture.** These focus areas reflect the Company's commitment to supporting societal needs while strengthening relationships with surrounding communities.

Through this approach, BJC aims to align its community initiatives with broader sustainability principles, ensuring that activities contribute positively to society while supporting responsible and sustainable business operations. By maintaining engagement with local stakeholders and implementing programs aligned with these focus areas, the Company seeks to foster long-term community development and shared value.

Based on its ongoing observations and interactions in 2025, BJC has not identified any significant adverse impacts on local communities associated with its operations. The Company is not directly involved in significant negative impacts through its own activities or business relationships; however, it continues to monitor potential risks related to its operations and value chain to ensure that any emerging issues are appropriately managed.

BJC also supports urban and community regeneration through initiatives that enhance local economic resilience, improve access to markets and strengthen community livelihoods. These efforts are integrated into the Company's community development strategy and implemented through structured programs in areas where BJC operates.

Community Contribution & Development Management Approach

Areas	2032 Target	2025 Performance	2021 – 2025 Performance (Accumulated)
Education	15,000 students receive the benefits	227,008 students	238,724 students
Environment	• 150,000 trees planted • 1,500 tons of waste in communities have been managed	4,700 trees 571.26 tons of waste	57,504 trees 1,042.63 tons of waste
Public Health & Community Well-being	• 1,500,000 people receive food surplus • 150,000 tons of agricultural products have been supported • 1,500 activities supporting community health and well-being have been conducted.	289,891 people 466,690 tons of products 221 activities	1,186,386 people 1,116,937 tons of products 579 activities
Religion & Culture	1,500 activities supporting religions and cultures have been conducted.	60 activities	895 activities

BJC manages its community contribution and development initiatives through its CSR framework, which focuses on four key areas: **Education, Environment, Public Health & Community Well-being and Religion & Culture**. These focus areas guide the planning and implementation of community-related programs across the Group.

Community initiatives are implemented through collaboration between relevant business units, the **BJC Big C Foundation,** and local stakeholders to ensure that activities are aligned with community needs and local contexts. The Company encourages employee participation and engagement with communities to strengthen relationships and support meaningful social contributions.

To ensure the effectiveness of its initiatives, BJC periodically reviews program progress and considers feedback from stakeholders, particularly local communities. These insights are used to improve program implementation and enhance the Company's ability to contribute positively to community well-being over time.

BJC recognizes that responsible and sustainable business practices extend beyond minimizing environmental impacts to include contributing positively to society. The Company therefore places importance on engaging with local communities and employees to ensure that its initiatives remain relevant to local needs and contexts. Community-related considerations are integrated into relevant activities, and progress is periodically reviewed through stakeholder feedback and internal monitoring. In 2025, no complaints were received from communities regarding BJC's operations, reflecting the Company's continued commitment to responsible operations and constructive relationships with surrounding communities.

Community Communication Channels

BJC has established structured processes to engage with key social stakeholders, including tenants within its retail operations and local communities surrounding its business locations. These processes include formal communication channels, regular engagement activities and grievance mechanisms designed to ensure that stakeholder concerns are identified, understood and addressed in a timely and transparent manner.

1. Standard Communication Channels

To facilitate community engagement and feedback, BJC provides a range of communication channels designed to be accessible and responsive to community needs. These channels include:

- **Social Media:** BJC engages with communities through various communication channels, including social media platforms such as BJC Big C, BJC House, BJC Big C Share, CSR BJC Cellox, Your TBC, TGI, BJC Glass and Big C Big Service, serve as channels for communication and feedback.
- **Physical Address:** Community members may contact BJC through its head office at Berli Jucker House, which serves as a designated point for inquiries and concerns.
- **Phone Line:** A dedicated phone line (0-2146-5999) is available to provide direct access to BJC representatives.
- **Website:** BJC's website (https://www.bjc.co.th/contact) provides contact information for BJC Big C and group companies, enabling access to relevant contact points for specific operational sites.

Feedback received through these channels is considered as part of ongoing communication with communities.

2. Proactive Communication Engagement

BJC supports proactive engagement with surrounding communities through regular dialogue and collaboration with relevant stakeholders. Operational sites maintain communication with local authorities and community representatives to understand local perspectives and address potential concerns. In areas where appropriate, the Company also organizes community meetings to promote open dialogue and mutual understanding.

3. Managing Community Concerns

BJC recognizes the importance of effective communication in fostering trust with surrounding communities. Each business unit assigns responsible teams to manage communication channels and serve as contact points for community feedback and concerns.

To prevent and mitigate potential negative impacts, BJC implements structured grievance mechanisms to ensure concerns are addressed in a timely and transparent manner, while feedback is used to improve operations and reduce recurring issues. At the same time, BJC manages positive impacts through community development initiatives focused on education, food security and community well-being, with ongoing monitoring to enhance their effectiveness and long term impact.

To promote transparency and responsiveness, BJC follows a structured approach to handling community concerns as outlined below:

1. **Prompt Acknowledgement**
   When a concern or complaint is received, BJC acknowledges the matter through appropriate communication channels, such as phone or written correspondence, to confirm receipt and maintain clear communication with relevant stakeholders.
2. **Investigate the Issue**
   Relevant teams review the issue to gain an understanding of its nature and underlying causes. Where appropriate, this process may involve consultations with internal teams or other relevant parties to support a more informed review.

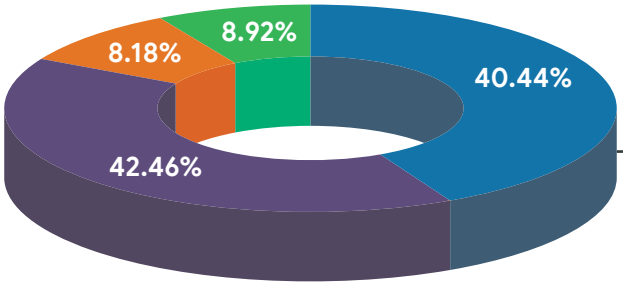
3. **Action Plan Development**
   Based on the review, BJC identifies suitable actions to address the issue, taking into consideration the specific context, potential impacts and practical feasibility.
4. **Action Plan Implementation**
   The identified actions are implemented by responsible teams, with coordination across relevant functions to support timely and appropriate resolution.
5. **Continuous Community Engagement**
   Throughout the process, BJC maintains communication with affected stakeholders to provide updates and promote mutual understanding.
6. **Outcome Assessment**
   Following the implementation of actions, BJC reviews the outcome to assess whether the concern has been addressed and to determine whether any further steps are required.
7. **Continuous Improvement**
   Feedback and lessons learned from the process are considered in strengthening internal practices, enhancing employee awareness and supporting continuous improvement in community engagement.

Corporate Philanthropy Activity and CSR Budget Allocation

In 2025, BJC reinforced its commitment to Corporate Philanthropy and CSR by allocating a total of

249,110,387 THB

across key focus areas:



42.46%
Education: 105,772,548 THB

8.18%
Religion & Culture: 20,366,996 THB

8.92%
Environment: 22,222,746 THB

40.44%
Public Health & Community Well-Being: 100,748,097 THB

BJC's Corporate Citizenship & Philanthropy

In 2025, BJC continued implementing its CSR strategy in alignment with the United Nations Sustainable Development Goals (SDGs), supporting initiatives across four key areas: Education, Environment, Public Health & Community Well-being and Religion & Culture.

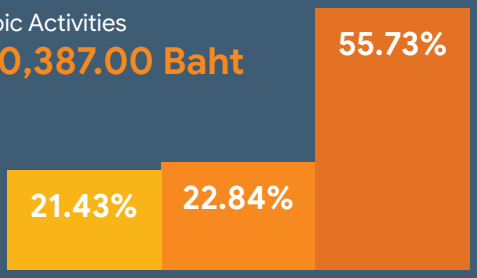
The Company's community investments contribute to local development by supporting economic activities and community services while maintaining responsible operational practices. BJC also conducts periodic reviews of the social and environmental relevance of its philanthropic programs to ensure alignment with evolving community needs and national development priorities. These reviews help confirm that activities continue to deliver meaningful benefits to target groups without generating unintended negative consequences. Based on internal reviews and available assessments, these initiatives have not resulted in adverse impacts on surrounding communities.

To monitor the effectiveness of its corporate citizenship efforts, BJC tracks contributions across several categories, including cash donations, employee volunteering, in-kind giving and management support. A breakdown of these contributions is presented below.

Total Contributions 249,110,387.00 Baht

Cash Contributions	Employee Volunteering	In- Kind Giving	Management Overhead
42,093,411.00 Baht	49,975,658.87 Baht	155,527,395.41 Baht	1,513,921.72 Baht

Type of Philanthropic Activities
Total 249,110,387.00 Baht



Charitable Donations
53,384,577.20 THB

Commercial Initiatives
56,891,856.33 THB

Community Investment
138,833,953.47 THB

Impact Assessment, Monitoring and Evaluation

BJC considers the potential impacts of its operations and business relationships on the economy, environment and society, including aspects related to human rights. The Company seeks to understand both positive contributions, such as employment generation and community support, as well as potential risks associated with its activities.

Impact considerations are integrated into relevant operational processes and reviewed periodically through internal coordination and engagement with stakeholders, including local communities and authorities where appropriate. Monitoring activities help identify areas that may require further attention or improvement.

Based on available information in 2025, no significant negative impacts on local communities were identified from BJC's operations across its retail stores, distribution centers and manufacturing facilities in Thailand. Potential impacts, such as noise, traffic and waste generation, are considered limited and are managed through existing operational practices.

Stakeholder feedback received through communication channels and community engagement activities is also considered in improving the Company's approach to community management over time.

Community Engagement and Development Programs

BJC implements community engagement and development programs across four key focus areas: Education, Environment, Public Health & Community Well-being and Religion & Culture. These initiatives aim to support community resilience, enhance quality of life and contribute to sustainable development in areas where the Company operates.

Education

1. **Remote School Project:** The project supports educational access for underprivileged schools across Thailand by improving infrastructure and learning resources while promoting circular economy practices.





Key Results 2025

59
School buildings constructed

700+
School uniforms and educational equipment provided

10,695
Students supported

Re-LEARN initiative benefited
31,019
students and teachers

Social Impact: A total of 41,714 students and teachers benefited from improved learning environments and access to educational resources.
Business Impact: Repurposing surplus materials generated an estimated value of THB 138,382, reducing waste disposal while supporting community development.

2. **Kru Thai Khong Phan Din:** The program strengthens the capabilities of elementary school teachers through digital learning tools and teaching innovation.



Key Results 2025

10
outstanding teachers recognized

THB
988,000
in educational grants awarded

193,582
beneficiaries
reached nationwide

Public awareness raised through a **10-episode documentary series** with over
1.8
million views

Social Impact: The program strengthened teachers' capabilities and expanded innovative teaching practices across schools and communities nationwide.
Business Impact: In 2025, over 100 new members registered via the Big C Plus application.

3. **CONNEXT ED:** Shaping the Future of Education Project: In collaboration with the **Future of Education Foundation (CONNEXT ED)**, BJC supports programs designed to strengthen school ecosystems and prepare students for the digital economy.

Key Initiatives

English language
tutoring programs

Vocational skill development
including barber training, mushroom cultivation and hydroponic farming

Online crowdfunding platform
supporting school development

Social Impact: The project focuses on reducing educational inequality and fostering sustainable self-reliance:

- **School Micro-Economy:** By generating a circulating income of over 100,000 THB, the project transforms schools from “recipients” into “micro-entrepreneurs”. This revenue is reinvested into facility maintenance and scholarship funds.
- **Practical Life Skills:** Participants gain more than just knowledge; they acquire “life capital”. These vocational skills enable students to generate supplementary income or reduce household expenses.
- **Digital Literacy & Leadership:** English tutoring and youth leadership development enhance the competitive edge of students in remote areas, providing them with equal opportunities to enter the future labor market alongside urban peers.

Business Impact: Collaboration with CONNEXT ED strengthens BJC’s ESG positioning and enhances stakeholder confidence in the Company’s long-term sustainability commitment.

4. **Educational Scholarship Programs:** BJC Big C supports educational opportunities for students, employees and employees’ families through scholarship and vocational training initiatives.



Key Results 2025

534
students supported through Dual Vocational Education programs

74
employees received Bachelor’s degree scholarships

287
scholarships provided to employees’ children

Social Impact: The program expands access to education and professional development, strengthening workforce readiness and reducing financial burdens on families.

Business Impact: Supporting employee and youth education strengthens human capital development, improves employee engagement and enhances long-term organizational capability.

Environment for Community

1. **Exchange Cellox Tissue Project:** The project encourages communities to recycle paper waste by exchanging collected paper for tissue products.



Key Results 2025

5,057 kg
of paper waste recycled

10,114
tissue rolls distributed

Household savings estimated at
151,710
THB

Social Impact: The program promotes community participation in recycling while helping households reduce living expenses.
Environmental Impact: More than 5,057 kg of paper waste was diverted from landfills, supporting circular economy practices.
Business Impact: Recycled materials helped reduce production costs by approximately **THB 151,710**.

2. **Green Shelter Project:** implemented with the Friends in Need (of "PA") Volunteers Foundation, Thai Red Cross, recycles used milk cartons into roofing materials for disaster shelters.



Key Results 2025

22
homes constructed
using recycled materials

Social Impact: The project provided shelter for communities affected by disasters and strengthened collaboration between BJC and humanitarian organizations.
Environmental Impact: Recycling activities reduced carbon emissions by approximately 142,026 kg CO_2.
Business Impact: The initiative strengthened BJC's reputation in sustainability and community engagement while fostering employee participation in environmental activities.

3. **Vegetable Waste for Sustainable Agriculture**

Big C continued its collaboration with the Chiang Mai Produce Aggregation Center to convert vegetable waste into valuable agricultural inputs.

Key Results 2025

165,495 kg
of vegetable waste
converted into compost and animal feed

54
local farmers supported

Social Impact: The initiative strengthened local agricultural practices and improved livelihoods for participating farmers.
Environmental Impact: Upcycling vegetable waste reduced landfill disposal and supported sustainable agricultural production.
Business Impact: Efficient resource management improved supply chain sustainability while reducing organic waste disposal.

4. **Surplus Food Donation Project**

The **Surplus Food Donation Project**, implemented in partnership with the **Scholars of Sustenance Foundation (SOS)**, redistributes unsold food to communities in need.



Key Results 2025

69,000 kg
of surplus food redistributed

Over
289,000
meals provided

Social Impact: The program supports vulnerable communities by improving access to nutritious meals and reducing food insecurity.
Environmental Impact: Diverting surplus food from landfills reduced emissions by approximately **174,624 kg CO_2.**

Public Health & Community Well-being

1. **Blood Donation Program**

BJC Big C organized nationwide blood donation activities in collaboration with the **Thai Red Cross Society**.





Key Results 2025

3,140,300 cc
of blood collected

6,978
donors participated

Blood donations supported up to
20,935
patients

Social Impact: The program contributes to addressing national blood shortages and strengthens public healthcare support.

Business Impact: Community engagement activities strengthen relationships with stakeholders and enhance employee participation in social initiatives.

2. **Give HEART Project: Supporting the Pediatric Cardiac Surgery Foundation**

The BJC Big C Foundation continues to pass on love and hope through its support of the Pediatric Cardiac Surgery Foundation under the Patronage of Her Royal Highness Princess Galyani Vadhana. The project focuses on a comprehensive approach to care, ranging from initial screenings to advanced medical treatments.



Key Results 2025

THB
1,276,000
donated for
newborn heart surgeries

THB
1,350,000
supported after-hours
surgical procedures

419
children screened,
with **355 cases identified**

3. Collaboration with UNICEF Thailand

BJC Big C Foundation partners with **UNICEF Thailand** to support early childhood development through nutrition, learning and safe environments.

Key Results

3-year
partnership (2024–2026)
established through an MoU

Biggy's Club learning spaces launched in
20
Big C stores

21,277
children
benefited from learning and play facilities

Healthy Checkout Lanes implemented in over
200
stores

Religion and Culture

1. Big C Art & Culture: Thai Music Preservation

The Thai Music Preservation Project promotes traditional Thai music and cultural heritage among young generations.



Key Results 2025

1,584
schools participated

6,300
students and teachers involved

1,900
performance teams nationwide

2. Royal Kathin Ceremony

The BJC Big C Group organized the 2025 Royal Kathin Ceremony, an auspicious tradition of presenting royal robes to monks who have completed their three-month Buddhist Lent retreat. The ceremonies were held at five prestigious Royal Temples across Thailand:



Wat Phra That Chae Haeng, Nan Province



Wat Luang Sumangklaram, Sisaket Province



Wat Khemaphirataram,
Nonthaburi Province



Wat Traimit Withayaram,
Bangkok



Wat Chanathip Chaloem,
Satun Province

Key Results 2025

Ceremonies held at

5

royal temples nationwide

1,500

commemorative Kathin books
distributed

Case Study: Donjai Project – Supporting Local Economic Regeneration

The Donjai Project is a key initiative supporting local economic regeneration by empowering small retailers, enhancing business capabilities and strengthening community-level economic resilience. Through capacity-building, digital transformation and supply chain integration, the project enables traditional retail businesses to adapt to changing market conditions and improve long-term sustainability.

The Donjai Project continues its mission to empower small retailers, enhance workforce skills and support local communities, through capacity-building, business modernization and community engagement, the project aims to drive sustainable and inclusive economic growth while strengthening the resilience and long-term success of local businesses.

1. Empowering People: Cultivating a Continuous Learning Ecosystem

At the core business of the Donjai Project is a strong commitment to developing both employees and retail partners to stay competitive in a rapidly changing market.

Key Achievements in 2025:

- Comprehensive Training: 100% of employees completed professional training in retail management, customer service and digital literacy.
- Performance Improvement: 70% of trained employees showed measurable improvements in performance, enhancing operational efficiency and customer satisfaction.
- Sales Capacity Building: Store owners received hands-on support in sales management, product assortment, merchandising and inventory control.
- Strategic Workshops: Workshops were organized to strengthen store owners' business strategies, financial planning and inventory management skills.

2. Strengthening Local Businesses: Driving Sustainable Economic Growth

The Donjai Project supports the modernization of traditional mom-and-pop stores by integrating technology and improving access to markets. This initiative helps small retailers enhance their business capabilities and remain competitive in the evolving modern retail landscape while promoting sustainable economic growth.

Key Achievements in 2025:

- Network Expansion: Member stores increased from 12,801 in 2024 to 26,994 in 2025, representing a 111% growth.
- Robust Supply Chain: Retailers gained access to over 8,000 products from more than 3,000 suppliers, ensuring competitive pricing and product quality.
- Donjai POS System: Operations were digitalized through real-time inventory tracking, automated sales reporting and financial analytics.
- Personalized Business Consultation: Experts provided tailored guidance on pricing strategies, product assortment and store layout optimization.
- Advanced Order Management System (OMS): Implemented to streamline order fulfillment, reduce labor requirements and improve logistics efficiency.

3. Building Sustainable Communities: Enhancing Social Responsibility and Resilience

Beyond business support, the Donjai Project is committed to strengthening local communities through initiatives focused on disaster relief, education and the promotion of responsible and sustainable business practices.

Key Achievements in 2025:

- Post-Disaster Recovery Support : Provided direct support to retail partners affected by major flooding in Southern Thailand, enabling a swift recovery and resumption of business operations.
- Educational Integration: Expanded specialized store models within vocational colleges, creating practical learning environments where students gain real-world retail and business experience.
- Eco-Friendly Business Initiatives: Encouraged retailers to adopt energy-efficient solutions, reduce waste and transition toward more environmentally responsible retail operations.







About this Report

Purpose of the Report

This Sustainability Report presents an overview of Berli Jucker Public Company Limited (BJC)'s environmental, social and governance (ESG) performance, management approaches and progress toward long-term sustainable development during the reporting period.

The report serves as a primary communication platform for engaging with key stakeholders and reflects BJC's commitment to integrating sustainability across all operations under its corporate-wide sustainability framework, B.J.C. (Better Living, Joint Success and Caring for Community). It highlights the Company's strategic initiatives, performance outcomes and key achievements across economic, environmental and social dimensions, supporting its aspiration to become "Your Trusted Partner for a Sustainable Better Living".



We care about effective climate strategy and energy management, in addition to emphasizing on environmental management to safeguard and preserve the finite natural resources available.

We aim to elevate product safety & quality through responsible supply chain management, to source the best products available, to sell out products through various channels, including online, which are secured through data and cyber security measures.

We continue to prioritize employee's wellbeing and uphold human rights, fostered through various employee management and human right initiatives. This is also extended to surrounding communities.

The 2025 Sustainability Report is developed under the theme **"Responsible Growth with Purpose"**. This theme positions sustainability as a strategic enabler of resilient and responsible growth and emphasizes how BJC creates long-term value for people, society and the environment while balancing commercial performance with environmental stewardship and social responsibility throughout its value chain.

1. Reporting Standards and Assurance

This Sustainability Report is prepared in reference to relevant domestic and international sustainability reporting frameworks to enhance transparency, accountability and comparability. These include:

- Global Reporting Initiative (GRI) Standards 2021
- United Nations Sustainable Development Goals (UN SDGs), where applicable
- International Financial Reporting Standards (IFRS) for sustainability-related disclosures

The report is prepared in accordance with the GRI Standards and is subject to independent external assurance.

To enhance credibility and reliability, BJC engages **Bureau Veritas Certification (Thailand) Ltd.** as an independent third-party assurance provider to verify selected sustainability information and confirm alignment with applicable reporting standards.

The scope of external assurance includes selected quantitative and qualitative disclosures related to environmental, social and governance topics, as identified in the assurance statement. The assurance process follows internationally recognized assurance standards and focuses on data accuracy, completeness and alignment with GRI reporting requirements. Any data limitations, exclusions, or areas not covered by assurance are disclosed accordingly

2. Reporting Scope, Boundary and Consolidation of Entities

This Sustainability Report covers selected entities within BJC and its subsidiaries that have a material impact on the Company's ESG performance. The reporting scope focuses primarily on subsidiaries registered in Thailand in which BJC holds more than 50% equity ownership and maintains operational control, representing approximately 91% of total revenue and 91% of full-time equivalent employees.

While BJC's audited consolidated financial statements include all subsidiaries, joint ventures and associates, this report prioritizes entities and operations with significant sustainability impacts across upstream, internal and selected downstream activities within the Company's value chain, where reliable data is available.

Sustainability information is consolidated using a systematic and consistent approach, taking into account the following considerations:

- **Minority Interests:** Appropriate adjustments are applied to reflect minority interests and ensure that reported data fairly represents the economic and operational contributions of relevant stakeholders.
- **Mergers, Acquisitions and Disposals:** Changes in the organizational structure resulting from mergers, acquisitions and disposals are evaluated based on their material impact on sustainability performance. Related adjustments are transparently disclosed where applicable.
- **Consistency Across Disclosures:** The consolidation methodology is applied consistently unless changes are required to improve data accuracy, completeness, or alignment with reporting standards. Any such changes are clearly disclosed.

Certain entities, joint ventures and business activities are excluded from this report due to limitations in data availability, reporting system readiness, or data reliability. Such exclusions do not materially affect the overall assessment of the Company's sustainability performance. The reporting scope and consolidation approach are reviewed periodically to enhance data coverage, consistency and comparability.

While key ESG performance metrics are disclosed in this report, additional financial and non-ESG-related information, including net profit and other financial indicators, is available in the Annual Form 56-1 (One Report) 2025.

Restatements of Information

During the reporting period, the Company revised its sustainability reporting boundary from a full operational control approach applied in the previous reporting period to a defined scope covering entities representing approximately 91% of total revenue and 91% of full-time equivalent employees.

- **Reasons for restatement:** This change was implemented to enhance data reliability, consistency and alignment with operational data availability, as well as to focus reporting on entities with the most significant sustainability impacts.
- **Effect of restatement:** As a result of this boundary adjustment, certain previously reported ESG performance indicators have been recalculated to reflect the updated scope. The change may affect year-on-year comparability for selected metrics; however, the impact is not considered material to the overall assessment of the Company's sustainability performance.

Reporting Boundaries for Social and Environmental Performance

No.	Name of Company	Social Performance		Environmental Performance			
		OHS	HR	Energy	Water	Waste	Emission
1	Berli Jucker Public Company Limited	✓	✓	✓*	✓*	✓*	✓*
	Packaging Supply Chain						
2	Thai Glass Industries Public Company Limited	✓	✓	✓	✓	✓	✓
3	Thai Malaya Glass Company Limited	✓	✓	✓	✓	✓	✓
4	Thai Beverage Can Limited	✓	✓	✓	✓	✓	✓
	Consumer Supply Chain						
5	Berli Jucker Foods Limited	✓	✓	✓	✓	✓	✓
6	Berli Jucker Cellox Limited	✓	✓	✓	✓	✓	✓
7	Rubia Industries Limited	✓	✓	✓	✓	✓	✓
8	Berli Jucker Logistics Limited	✓	✓	✓	✓	✓	✓
9	BJC Move Company Limited	✓	✓	✓	✓	✓	✓
	Modern Retail Supply Chain						
10	Big C Supercenter Public Company Limited	✓	✓	✓	✓	✓	✓
11	Big C Food Services Company Limited	✓	✓	✓	✓	✓	✓
12	Asia Book Company Limited	-	✓	✓	✓	✓	✓
	Healthcare and Technical Supply Chain						
13	BJC Healthcare Company Limited	-	✓	✓	✓	✓	✓
14	BJC Specialties Company Limited	-	✓	✓	✓	✓	✓
15	BJC Power Company Limited	-	✓	✓	✓	✓	✓
16	White Group Public Company Limited	-	✓	✓	✓	✓	✓

*: The environmental performance of Asia Book Company Limited, BJC Healthcare Company Limited, BJC Specialties Company Limited, BJC Power Company Limited and White Group Public Company Limited is included in the environmental performance of Berli Jucker Public Company Limited, as they are under centralized management at the headquarter level.

: Occupational health and safety (OHS) data is currently under consolidation to expand coverage and will be disclosed in Sustainability Report 2026.

3. Reporting Period

All disclosed information in this report covers the period from January 1, 2025, to December 31, 2025 and is aligned with BJC's financial performance and disclosures in the Annual Form 56-1 (One Report) 2025. Where applicable, comparative information from previous reporting periods is presented to enhance consistency and trend analysis. Any data reported outside this period is clearly identified and explained.

4. Stakeholders and Materiality

- **Stakeholder Engagement**

  1. **Stakeholder Mapping**

     In alignment with the theme **Responsible Growth with Purpose**, BJC recognizes stakeholder engagement as a fundamental mechanism for achieving responsible business growth and long-term value creation. The Company maintains a structured and systematic approach to identifying, prioritizing and engaging key stakeholder groups to ensure that business decisions reflect stakeholder expectations and sustainability priorities.

During the reporting period, BJC conducted stakeholder engagement activities in reference to internationally recognized reporting standards, including the Global Reporting Initiative (GRI) Standards 2021. These standards provide the foundation for a transparent and consistent engagement framework that supports the identification of material issues, the management of sustainability-related risks and opportunities and the integration of stakeholder insights into corporate strategy.

Stakeholder Identification and Prioritization

BJC applies a structured stakeholder mapping process to identify and classify stakeholder groups based on their level of influence on the Company's operations and their exposure to, or impact from, BJC's business activities.

A dedicated Stakeholder Prioritization Workshop is conducted regularly to:

- Identify and categorize key stakeholder groups across the value chain
- Assess stakeholder expectations, concerns and emerging issues
- Prioritize stakeholder topics through materiality assessments and feedback mechanisms
- Integrate stakeholder insights into sustainability planning, business strategy and risk management processes

This process ensures that engagement efforts are proportionate to stakeholder significance and aligned with the Company's long-term growth objectives.

Stakeholder Engagement Governance and Process

The stakeholder engagement process is overseen by the Sustainability Working Group, which serves as a cross-functional coordination platform to ensure comprehensive representation and effective implementation.

The Working Group comprises representatives from key functional areas, including:

- Business Unit Heads, representing all core divisions of BJC
- Human Resources (HR), ensuring alignment with employee well-being, labor standards and talent development initiatives
- Investor Relations, capturing investor expectations, sustainability-linked financial risks and disclosure requirements

Additional functional representatives are engaged, as appropriate, based on specific material topics and stakeholder groups.

The Sustainability Working Group coordinates engagement activities, consolidates stakeholder feedback and ensures that material concerns are communicated to senior management and relevant governance bodies for review and action.

Integration into Strategy and Performance Management

Insights obtained from stakeholder engagement are systematically analyzed and incorporated into BJC's materiality assessment, sustainability strategy and Enterprise Risk Management (ERM) framework.

Key stakeholder concerns inform the development of policies, action plans and performance targets, supporting responsible decision-making and continuous improvement. Through this integrated approach, BJC strengthens organizational resilience, enhances stakeholder trust and reinforces its commitment to responsible growth with purpose.

2. Engagement Channels

To support effective and continuous stakeholder engagement, BJC establishes appropriate communication and consultation channels tailored to the characteristics, expectations and relative significance of each stakeholder group.

These engagement channels are designed to facilitate two-way communication, promote transparency and enable the systematic collection of feedback, concerns and recommendations. They support the identification of emerging risks and opportunities, enhance mutual understanding and strengthen long-term relationships across the value chain.

As part of its stakeholder mapping and prioritization process, BJC evaluates stakeholders based on their level of influence, dependency and impact on the Company's long-term performance and sustainability objectives. Through this assessment, **Customers and Consumers, Shareholders and Investors, and Employees** have been identified as the top three priority stakeholder groups, reflecting their critical roles in driving sustainable growth and creating long-term value.

Information obtained through these engagement channels is consolidated, analyzed and integrated into the Company's materiality assessment, strategic planning and performance management processes. This ensures that stakeholder inputs are consistently considered in decision-making and aligned with BJC's commitment to **Responsible Growth with Purpose**.

Stakeholder Group	Engagement Channels	Key Interests and Concerns	Key Response Actions
Customers and Consumers	• Customer surveys (Voice of Customer) • Customer service centers and hotlines • Digital platforms and social media • Retail service desks • Loyalty programs (Big Card) • Focus groups and events	• Product quality and safety • Pricing and value for money • Convenience and accessibility • Health and wellness • Sustainable products and packaging	• Strengthen quality control and food safety systems • Optimize pricing and promotional strategies • Expand product variety based on market insights • Enhance omnichannel shopping experience • Increase sustainable and health-focused product offerings
Shareholders and Investors	• Annual General Meeting (AGM) • Investor meetings and conferences • Corporate website and SET disclosures • Direct communications	• Financial performance and growth • Market competitiveness • Risk management and governance • Digital transformation	• Drive innovation and cost efficiency • Strengthen governance and compliance systems • Enhance supply chain resilience • Invest in digital infrastructure and automation

Stakeholder Group	Engagement Channels	Key Interests and Concerns	Key Response Actions
Employees	• Employee surveys and town halls • Internal communication platforms • Whistleblowing and grievance mechanisms • Welfare committees and HR programs	• Career development • Workplace safety and well-being • Fair compensation and benefits • Diversity and inclusion • Human rights protection	• Provide training and development programs • Promote occupational health and safety standards • Strengthen employee engagement initiatives • Ensure compliance with labor and human rights regulations
Business Partners and Suppliers	• Joint business planning • Supplier meetings and audits • Contract negotiations • Direct communications	• Fair and transparent procurement • Stable business relationships • Sustainable sourcing practices • Innovation collaboration	• Strengthen supplier partnerships • Promote ethical and responsible sourcing • Implement supply chain traceability systems • Support sustainable product development
Government and Regulators	• Regulatory meetings and consultations • Formal reporting and disclosures • Official correspondence	• Regulatory compliance • Labor and safety standards • Environmental protection	• Maintain full regulatory compliance • Strengthen internal control systems • Implement environmental and safety management programs
Communities and Environment	• Community meetings and site visits • CSR and development programs • Feedback channels	• Environmental impacts • Community safety and health • Local economic development	• Conduct community engagement activities • Support education and conservation projects • Promote local employment and sourcing
Media	• Press conferences and releases • Media briefings and site visits • Digital media platforms	• Accurate and timely information • Corporate transparency • Brand reputation	• Enhance proactive media communication • Strengthen crisis communication management • Expand digital and social media engagement
Internal Committees and Management	• Management meetings • Performance reviews • Internal reporting systems	• Financial performance • Risk management • Operational efficiency • Strategic alignment	• Strengthen performance monitoring • Enhance cross-functional coordination • Integrate ESG into business planning
Property Owners and Creditors	• Regular meetings • Contract negotiations • Formal correspondence	• Financial stability • Contract compliance • Long-term partnerships	• Develop long-term leasing strategies • Ensure regulatory and contractual compliance

Engagement outcomes are reviewed annually and incorporated into BJC's materiality assessment and strategic planning processes.

- **Materiality Assessment**

  BJC conducts a comprehensive materiality assessment on a regular basis (annually) to identify, evaluate and prioritize sustainability topics that are most significant to its business operations and stakeholders.

  The assessment process incorporates stakeholder engagement, industry benchmarking and analysis of emerging sustainability trends. BJC applies the double materiality approach, considering both:

  - The Company's impacts on the economy, environment and society; and
  - The financial risks and opportunities arising from sustainability-related issues.

  Material topics are prioritized through structured evaluations, internal and external consultations and management reviews. The final list of material topics is endorsed by the Sustainability Development Committee and integrated into the Company's corporate strategy, risk management and performance management processes.

  The results of the assessment are presented in a materiality matrix, which guides sustainability planning, resource allocation and disclosure practices. For more information, please refer to the following section.

- **Materiality Topics**

  The 2025 materiality assessment process followed a structured methodology to ensure a robust and comprehensive evaluation of sustainability priorities. The process included the following key steps:

  1. **Identification of Relevant Sustainability Topics**

     BJC identified potential material topics based on multiple inputs:

     - Thought Leadership & Global Trends: Insights from S&P Global, MSCI, World Economic Forum, Sustainalytics and other sustainability frameworks.
     - Peer Benchmarking: Analysis of industry best practices and sustainability disclosures from global and regional peers.
     - Stakeholder Insights: Engagement with employees, investors, suppliers, regulators, customers and community representatives to capture expectations and concerns.

  2. **Impact and Risk Assessment**

     Following the identification phase, BJC conducted an assessment of impacts, risks and opportunities using a double materiality approach, incorporating:

     - Impact Materiality: Assessing BJC's actual and potential impacts on society, environment and people, including human rights across the value chain.
     - Financial Materiality: Evaluating how sustainability risks and opportunities may affect BJC's financial performance, resilience and regulatory compliance.
     - Stakeholder Interviews & Workshops: Engaging internal and external stakeholders through structured interviews and workshops to assess and validate the significance of identified topics.

  3. **Prioritization and Validation**

     The final step involved consolidating and validating the most significant material topics through:

     - Expert Consultation: Engaging independent sustainability experts to review the assessment.
     - Executive Workshop: Conducting a high-level review with senior management to prioritize topics.

- Approval by the Sustainability Development Committee (SDC): Formal validation and endorsement of material topics for integration into BJC's sustainability strategy and reporting.

This structured approach ensures that BJC's sustainability efforts are data-driven, stakeholder-informed and aligned with global best practices.

- **Changes to the Materiality Topics in 2025**

In 2025, BJC conducted a comprehensive review of its materiality assessment to ensure alignment with evolving business conditions, regulatory requirements and stakeholder expectations.

The review process was undertaken through stakeholder engagement activities, management workshops, ESG risk assessments, internal performance evaluations and benchmarking against relevant international sustainability and governance standards.

As a result of this review, several material topics were updated, consolidated, or restructured to enhance strategic focus, risk management and reporting effectiveness.

Environmental Dimension

In 2025, BJC consolidated the previously separate topics of Packaging and Circularity into the newly established Waste Management material topic. This integration reflects BJC's holistic approach to waste reduction, material efficiency and circular economy practices across its operations and value chain.

The consolidation aims to enhance operational efficiency, strengthen performance monitoring and improve consistency in environmental management and reporting.

Climate Strategy and Energy Management continues to be identified as a material topic due to its direct impact on greenhouse gas emissions, energy efficiency, regulatory compliance and long-term climate resilience.

Social Dimension

BJC consolidated Human Rights and DEI into a single material topic to reinforce an integrated approach to protecting fundamental rights, promoting equal opportunity and fostering an inclusive organizational culture.

Furthermore, the former Employee Management topic was restructured into two distinct material topics: Human Capital Development and Labor Practice and Occupational Health, Safety and Wellbeing. This restructuring reflects the BJC's recognition of the growing importance of workforce capability, fair labor practices, workplace safety and employee well-being in supporting sustainable business performance.

The revised structure enables clearer accountability, improved governance and more effective monitoring of human capital and occupational risk management.

Economic and Governance Dimension

BJC strengthened its focus on corporate governance, accountability and business ethics in response to increasing regulatory scrutiny, stakeholder expectations and the need to enhance organizational integrity.

Product Safety and Quality was identified as a material status due to its direct impact on customer confidence, market competitiveness and corporate reputation.

Responsible Supply Chain Management continues to be identified as a material topic, reflecting its ongoing importance in ensuring ethical sourcing, operational continuity and risk mitigation.

Although Technology and Innovation, as well as Data and Cybersecurity Privacy Protection, continue to be actively managed, current risk assessments indicate that their potential impacts on business operations and financial performance remain at a low to moderate level. Accordingly, these topics were not classified as material in 2025, while continuous monitoring and improvement efforts are maintained.

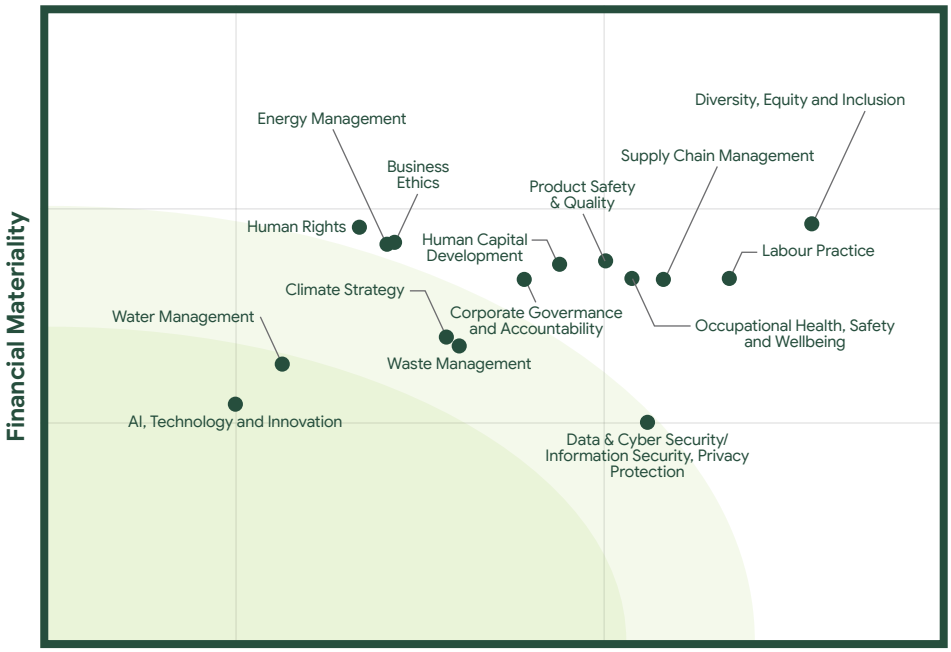
- **Integration into Corporate Strategy and Management**

  The updated material topics have been embedded into the BJC's enterprise risk management framework, corporate strategy and performance management systems.

  Relevant policies, operational controls, key performance indicators and action plans have been strengthened to support effective environmental management, responsible labor practices, strong corporate governance, product excellence and supply chain sustainability.

  BJC will continue to regularly review and update its materiality assessment to ensure responsiveness to emerging risks, regulatory developments and stakeholder expectations, thereby supporting long-term sustainable value creation.

- **Materiality Matrix**



5. Data Collection and Methodology

BJC applies standardized processes and internal controls to ensure the accuracy, consistency and reliability of sustainability data disclosed in this report.

Sustainability information is collected through a combination of enterprise systems, digital platforms and standardized Excel-based templates, depending on the nature of the data and business operations. Environmental and operational data, including energy and water consumption, are primarily derived from SAP and relevant operational databases, while selected business segments utilize dedicated digital platforms.

Each material topic is assigned to designated data owners who are responsible for data compilation, validation and submission.

Data is prepared in reference to relevant international standards, including the GRI Standards and the Greenhouse Gas Protocol. A multi-level verification process, including departmental review, central validation and management approval, is applied to strengthen data integrity.

Where primary data are unavailable, reasonable estimates are applied based on recognized estimation methodologies and historical trends. BJC continues to enhance its data management systems and reporting capabilities.

6. Restatements and Comparability

BJC is committed to maintaining consistency and comparability of sustainability information across reporting periods.

General principles on restatements are described in this section, while specific restatements for the reporting period are disclosed under Restatements of Information.

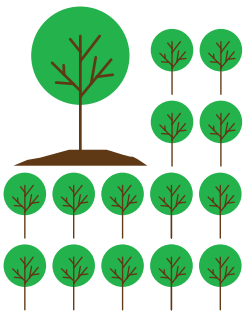
Consistent definitions, assumptions and methodologies are applied to support trend analysis. Where comparability is limited, appropriate explanations are provided.

7. Commitment to Inclusive Accountability and Net Zero Goals

BJC is committed to strengthening accountability across all sustainability dimensions through its corporate-wide **"1+5 Strategy"**, which serves as a framework supporting the Company's pathway toward achieving Net Zero Greenhouse Gas emissions by 2050.

The strategy aligns with national and international climate commitments and supports the Company's approach to mitigating climate-related risks, enhancing operational sustainability and contributing to global decarbonization efforts.

Sustainability considerations are integrated into governance structures, business planning and performance management systems to ensure effective implementation across the organization.

<table>
<tr><td colspan="3">Vision: Your Trusted Partner for a Sustainable Better Living</td></tr>
<tr><td colspan="3">Target to Reduce Greenhouse Gas Emissions Intensity Compared to Base Year 2021</td></tr>
<tr><td>Base Year 2021</td><td>15% Reduction within 2032 (GHG Scope 1+2)</td><td>Net Zero Emissions within 2025</td></tr>
<tr><td>1 Build</td><td colspan="2">5 Curbs</td></tr>
<tr><td rowspan="4"></td><td></td><td>Reduce Scope 1&2 Emissions by 15% (ton CO_2)</td></tr>
<tr><td></td><td>Reduce the use of non-renewable energy by 15% (MWh)</td></tr>
<tr><td></td><td>Reduce water consumption by 15% (Million Cubic Meter)</td></tr>
<tr><td></td><td>Reduce food waste Generation by 15% (Ton)</td></tr>
<tr><td>Plant 150,000 more trees</td><td></td><td>Reduce packaging volumn by 15% (Ton)</td></tr>
</table>

Remark: Target per revenue

8. Feedback and Contact

BJC welcomes feedback and suggestions from stakeholders to enhance the quality, relevance and transparency of its sustainability reporting and performance management.

Stakeholders may use the channels below as the primary contact point for any inquiries related to this report or sustainability matters. Please contact:

- Sustainability and Risk Management Department
  Berli Jucker Public Company Limited (BJC)
  Email: Sustainability@bjc.co.th
  Website: www.bjc.co.th

All feedback received, via email, website channels, or stakeholder engagement activities, is formally reviewed and considered as part of the Company's continuous improvement process.

GRI Content Index

Statement of use	Berli Jucker Public Company Limited has reported in accordance with the GRI Standards for the period of 1st January to 31st December 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	-

GRI 2: General Disclosures

Disclosures	Chapter	Location	Omission		
		Page/Website/ Omission	Requirement (s) omitted	Reason	Explanation
2-1 Organizational details	Organization Overview	10-11	A gray cell indicates something that does not apply This only relates to the 'Omission' and 'GRI Sector Standard ref. no.'columns.		
2-2 Entities included in the organization's sustainability reporting	About this report	150-151			
2-3 Reporting period, frequency and contact point	About this report	151, 159			
2-4 Restatements of information	About this report	150			
2-5 External assurance	Assurance Statement	167			
	Website	BJC Sustainability			
2-6 Activities, value chain and other business relationships	Organization overview	14-17 The organization does not have other relevant business relationships to report. There were no significant changes compared to the previous reporting period.			
2-7 Employees	Human Capital Development	112-113			
2-8 Workers who are not employees		There were no workers who are not employees		Not applicable	The company does not have workers who are not employees.
2-9 Governance structure and composition	Corporate Governance, Accountability and Business Ethics	54-57			
	Website	BJC Sustainability			
2-10 Nomination and selection of the highest governance body	Corporate Governance, Accountability and Business Ethics	58-59			
	Website	BJC Sustainability			
2-11 Chair of the highest governance body	Corporate Governance, Accountability and Business Ethics	56			
2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance, Accountability and Business Ethics About this Report	54, 155-156			
2-13 Delegation of responsibility for managing impacts	Corporate Governance, Accountability and Business Ethics	56-57			

Disclosures	Chapter	Location	Omission		
		Page/Website/ Omission	Requirement (s) omitted	Reason	Explanation
2-14 Role of the highest governance body in sustainability reporting	Corporate Governance, Accountability and Business Ethics Assurance Statement	155-156			
2-15 Conflicts of interest	Corporate Governance, Accountability and Business Ethics	63-64			
2-16 Communication of critical concerns	Corporate Governance, Accountability and Business Ethics	66			
2-17 Collective knowledge of the highest governance body	Corporate Governance, Accountability and Business Ethics	58			
	Labor Practice	121-123			
2-18 Evaluation of the performance of the highest governance body	Corporate Governance, Accountability and Business Ethics	59-60			
2-19 Remuneration policies	Corporate Governance, Accountability and Business Ethics	58-59			
	Website	BJC Sustainability			
2-20 Process to determine remuneration	Corporate Governance, Accountability and Business Ethics	58-59			
	Website	BJC Sustainability			
2-21 Annual total compensation ratio	Website	BJC Sustainability			
2-22 Statement on sustainable development strategy	Message from the CEO	4-5			
2-23 Policy commitments	Corporate Governance, Accountability and Business Ethics	62-63			
	Human Rights, Diversity, Equity and Inclusion	BJC Sustainability			
	Website	BJC Sustainability			
2-24 Embedding policy commitments	Corporate Governance, Accountability and Business Ethics	62-63, 65			
	Website	BJC Sustainability			
2-25 Processes to remediate negative impacts	Corporate Governance and Accountability Business Ethics	61, 66-67			
2-26 Mechanisms for seeking advice and raising concerns	Human Rights, Diversity and Inclusion	67, 95			
2-27 Compliance with laws and regulations	Website	BJC Sustainability			
2-28 Membership associations	Website	BJC Sustainability			
2-29 Approach to stakeholder engagement	About this Report	153-154			
2-30 Collective bargaining agreements	Human Rights, Diversity, Equity and Inclusion	97			

Material Topics Disclosure

Disclosures	Chapter	Location	Omission		
		Page/Website/ Omission	Requirement (s) omitted	Reason	Explanation
Material Topics					
3-1 Process to determine material topics	About this report	155-156	A gray cell indicates something that does not apply. This only relates to the 'Omission' and 'GRI Sector Standard ref. no.'columns		
3-2 List of material topics	About this report	156-157			

Topics-specific Disclosure

GRI Standards	Disclosures	Chapter	Location	External Assurance	Omission		
			Page/Website/ Omission		Requirement (s) omitted	Reason	Explanation
Corporate Governance, Accountability and Business Ethics							
3-3	Management of material topics	Corporate Governance and Accountability Business Ethics	53-55, 61				
205-1	Operations assessed for risks related to corruption	Website	BJC Sustainability				
205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance and Accountability Business Ethics	63, 65, 67				
205-3	Confirmed incidents of corruption and actions taken	Corporate Governance and Accountability Business Ethics	63-65, 67				
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Corporate Governance and Accountability Business Ethics	65				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Corporate Governance and Accountability Business Ethics	64				
Product Safety and Quality							
3-3	Management of material topics	Product Safety and Quality	69-70, 73 , 78-79				
416-1	Assessment of the health and safety impacts of product and service categories	Product Safety and Quality	76				
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Safety and Quality	79				
417-1	Requirements for product and service information and labeling	Product Safety and Quality	78				
417-2	Incidents of non-compliance concerning product and service information and labeling	Product Safety and Quality	79				
417-3	Incidents of non-compliance concerning marketing communications	Product Safety and Quality	79				
Responsible Supply Chain Management							
3-3	Management of material topics	Supply Chain Management	80-87				

GRI Standards	Disclosures	Chapter	Location	External Assurance	Omission		
			Page/Website/ Omission		Requirement (s) omitted	Reason	Explanation
204-1	Proportion of spending on local suppliers	Supply Chain Management	92-93				
308-1	New suppliers that were screened using environmental criteria	Sustainability Performance Report 2025	13				
308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management	87				
		Sustainability Performance Report 2025	13				
414-1	New suppliers that were screened using social criteria	Sustainability Performance Report 2025	13				
414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management	87				
		Sustainability Performance Report 2025	13				
Energy Management							
3-3	Management of material topics	Energy Management	18-25				
302-1	Energy consumption within the organization	Energy Management	19				
302-2	Energy consumption outside the organization	Website	BJC Sustainability				
302-3	Energy intensity	Energy Management	19				
302-4	Reduction of energy consumption	Energy Management	23				
302-5	Reductions in energy requirements of products and services	Omission			a, b, c	Information unavailable/ incomplete	BJC has not tracked the energy emission of product
Climate Strategy							
3-3	Management of material topics	Climate Strategy	26-38				
201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Management Report 2025	BJC Sustainability				
305-1	Direct (Scope 1) GHG emissions	Climate Strategy	32				
305-2	Energy indirect (Scope 2) GHG emissions	Climate Strategy	32				
305-3	Other indirect (Scope 3) GHG emissions	Sustainability Performance Report 2025	4				
305-4	GHG emissions intensity	Climate Strategy	32				
305-5	Reduction of GHG emissions	Climate Strategy	31-32				
305-6	Emissions of ozone-depleting substances (ODS)	Omission			a, b, c, d	Not applicable	Disclosure is not applicable due to BJC's nature of business
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Omission			a, b, c	Not applicable	Disclosure is not applicable due to BJC's nature of business

GRI Standards	Disclosures	Chapter	Location	External Assurance	Omission		
			Page/Website/ Omission		Requirement (s) omitted	Reason	Explanation
Waste Management							
3-3	Management of material topics	Waste Management and Circularity	39-52				
306-1	Waste generation and significant waste-related impacts	Waste Management and Circularity	46				
306-2	Management of significant waste related impacts	Waste Management and Circularity	47-52				
306-3	Waste generated	Waste Management and Circularity	40				
306-4	Waste diverted from disposal	Waste Management and Circularity	40				
306-5	Waste directed to disposal	Waste Management and Circularity	40				
Human Rights, Diversity, Equity and Inclusion							
3-3	Management of material topics	Human Rights, Diversity and Inclusion	95-96, 98				
406-1	Incidents of discrimination and corrective actions taken	Human Rights, Diversity and Inclusion	98				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights, Diversity and Inclusion	97-98				
408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights, Diversity and Inclusion	98				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights, Diversity and Inclusion	98				
410-1	Security personnel trained in human rights policies or procedures	Human rights, Diversity and inclusion	99				
411-1	Incidents of violations involving rights of indigenous peoples	Human Rights, Diversity and Inclusion	98				
Human Capital Development							
3-3	Management of material topics	Human Capital Development	101-120				
401-1	New employee hires and employee turnover	Human Capital Development	113-114				
		Sustainability Performance Report 2025	9				
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital Development	110-111				
401-3	Parental leave	Human Capital Development	BJC Sustainability				
404-1	Average hours of training per year per employee	Human Capital Development	105				
404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital Development	101-111				

GRI Standards	Disclosures	Chapter	Location	External Assurance	Omission		
			Page/Website/ Omission		Requirement (s) omitted	Reason	Explanation
404-3	Percentage of employees receiving regular performance and career development reviews	Human Capital Development	106-109				
405-1	Diversity of governance bodies and employees	Sustainability Performance Report 2025	10-12				
405-2	Ratio of basic salary and remuneration of women to men	Sustainability Performance Report 2025	11				
Labor Practice							
3-3	Management of material topics	Labor Practice	121-122				
Occupational Health and Safety							
3-3	Management of material topics	Occupational Health and Safety	124-135				
402-1	Minimum notice periods regarding operational changes	Website	BJC Sustainability				
403-1	Occupational health and safety	Occupational Health and Safety	125-128				
403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety	130-131				
403-3	Occupational health services	Occupational Health and Safety	125-126				
403-4	Worker participation, consultation, and communication on occupational health and safety	Website	BJC Sustainability				
403-5	Worker training on occupational health and safety	Occupational Health and Safety	128-130				
403-6	Promotion of worker health	Occupational Health and Safety	132				
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety	126-127				
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety	135				
403-9	Work-related injuries	Sustainability Performance Report 2025	12-13				
403-10	Work-related ill health	Sustainability Performance Report 2025	12				
Community Contribution and Development							
3-3	Management of material topics	Community Contribution and Development	136-148				
413-1	Operations with local community engagement, impact assessments, and development programs	Community Contribution and Development	136-148				
413-2	Operations with significant actual and potential negative impacts on local communities	Community Contribution and Development	136-148				

Disclosure Preparation

Note: These GRI Standards will become effective on 1 January 2027; therefore, disclosure is not required for the current reporting year.

GRI Standards	Disclosures	Chapter	Location	External Assurance	Omission		
			Page/Website/ Omission		Requirement (s) omitted	Reason	Explanation
Energy							
103-1	Energy policies and commitments	Energy Management	18-19				
103-2	Energy consumption and self-generation within the organization	Energy Management	19				
103-3	Upstream and downstream energy consumption	Website	BJC Sustainability				
103-4	Energy intensity	Energy Management	19				
103-5	Reduction in energy consumption	Energy Management	23				
Climate Strategy							
102-1	Transition plan for climate change mitigation	Climate Strategy	27-38				
		Website	BJC Sustainability				
102-2	Climate change adaptation plan	Climate Strategy	28-30				
102-3	Just transition	Omission				Information unavailable/ incomplete	BJC has not tracked the data
102-4	GHG emissions reduction targets and progress	Climate Strategy	31-38				
102-5	Scope 1 GHG emissions	Climate Strategy	32				
102-6	Scope 2 GHG emissions	Climate Strategy	32				
102-7	Scope 3 GHG emissions	Sustainability Performance Report 2025	4				
102-8	GHG emissions intensity	Climate Strategy	32				
102-9	GHG removals in the value chain	Climate Strategy	35				
102-10	Carbon credits	Climate Strategy	35-36				

INDEPENDENT ASSURANCE STATEMENT

To: The Stakeholders of Berli Jucker Public Company Limited

1. Introduction and Objectives of Work

Bureau Veritas Certification (Thailand) Limited ('Bureau Veritas') has been engaged by Berli Jucker Public Company Limited ('BJC') to provide Type 2 Moderate assurance in accordance with the AA1000 Assurance Standard (AA1000AS v3, 2020) on selected sustainability performance and disclosures in BJC's Sustainability Report 2025 (the 'Report').

The objective of this engagement is to provide independent assurance to BJC management and its stakeholders over the accuracy, completeness, and reliability of the Selected Information, as well as to assess BJC's adherence to the AA1000 AccountAbility Principles (AA1000AP, 2018)[1] and the reliability and quality of the specified sustainability performance information within the scope defined below.

2. Scope of work

The scope of our work was limited to assurance over the following information included within the Report for the period 1 January 2025 to 31 December 2025 (the 'Selected Information').

Assessment of BJC's Requirements of DJSI, BJC's Code of Conduct Compliance and Non-GRI applicable - compliance

SYSTEM

General Disclosures

- GRI Disclosure 2-2 Entities included in the organization's sustainability reporting
- GRI Disclosure 2-5 External assurance
- GRI Disclosure 3-1 Process to determine material topics
- GRI Disclosure 3-2 List of material topics

Environmental Performance Indicators

- GRI 302-1: Energy consumption within the organization (2016)
- GRI 303-3 Water withdrawal (2018)
- GRI 303-4 Water discharge (2018)
- GRI 303-5 Water consumption (2018)
- GRI 305-1: Direct GHG emissions (Scope 1) (2016)
- GRI 305-2: Energy indirect GHG emissions (Scope 2) (2016)
- GRI 305-3 Other indirect (scope 3) GHG emission (Category 1 – Purchased goods and services (water), Category 3 – Fuel- and energy-related activities, Category 5 – Waste generated in operations (organic waste to landfill) (2016)
- GRI 306-3 Waste generated (2020)
- GRI 306-4 Waste diverted from disposal (2020)
- GRI 306-5 Waste directed to disposal (2020)
- GRI 308-1: New suppliers that were screened sing environmental criteria (2016)
- GRI 308-2: Negative environmental impacts in the supply chain and actions taken (2016)

Social Performance Indicators

- GRI 403-9 Work-related injuries (2018)
- GRI 405-2: Ratio of basis salary and remuneration of women to men (Gender Pay Indicator Gap) (2016)
- GRI 414-1: New suppliers that were screened using social criteria (2016)
- GRI 414-2: Negative social impacts in the supply chain and actions taken (2016)

Additional Performance Indicators

- Requirements of DJSI
  - Climate strategy (Emission)
    - Direct Greenhouse Gas Emissions (Scope 1)
    - Indirect Greenhouse Gas Emissions (Scope 2)
    - Indirect Greenhouse Gas Emissions (Scope 3)
    - Emission reduction targets
  - Energy
    - Energy management programs
    - Energy consumption,
  - Water
    - Water Efficiency Management Programs
    - Water consumption
  - Waste (including food waste)
    - Waste management programs
    - Waste disposal
  - OHS
    - OHS Policy
    - OHS Programs
    - Fatalities
    - Lost-Time Injury Frequency Rate (LTIFR) – Employees & Contractors
      - LTIFR (n/million hours worked)
      - LTIR (n/200,000 hours worked)
      - Data coverage (as % of employees, operations or revenues)
  - Human Rights
    - Gender pay indicators
- BJC's Code of Conduct Compliance
  - Conflicts of Interest Policy
  - Anti-Competitive practice and Antitrust Policy
  - Anti-Corruption and Bribery Policy
  - Human rights and equality policy
  - Maintaining of company property and Information security& cybersecurity policy

[1] AccountAbility is the publisher of the AA1000 series. Additional information can be found at https://www.accountability.org.

- Trading security and insider trading policy
- Internal control and audit, and accounting and financial report policy
- Responsibility to shareholders' policy
- Employee treatment policy
- Employee behavior and treatment of other employees
- Social responsibility policy
- Safety, Occupational health and working environment policy
- Whistleblowing
- Follow-up and improvement

Non-GRI Indicators

- Non-hazardous and Hazardous wastes diversion from landfill (Only Berli Jucker Foods Ltd (BJF) - Samut Prakan)
- Effectiveness of Board Performance

3. Reporting Criteria and Suitability

BJC has reported selected information for the period 1 January 2025 to 31 December 2025.

The Selected Information is measured against the GRI Standards 2021, the AA1000AP (2018) (the 'Reporting Criteria'). The Reporting Criteria provide the measurement and evaluation framework for sustainability performance information and are widely recognised as suitable criteria for sustainability reporting. The criteria are relevant to stakeholder decision-making, complete, reliable, neutral, and understandable. The Reporting Criteria are publicly available through the Global Reporting Initiative (www.globalreporting.org).

4. Type of Engagement

This is a Type 2 moderate assurance engagement, conducted in accordance with the AA1000 Assurance Standard (AA1000AS v3, 2020) and the ISAE 3000 Revised – International Standard on Assurance Engagements for limited assurance engagements. The engagement includes (1) an assessment of BJC's adherence to the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact through review of processes, systems, controls, and available performance information, and (2) assurance over the accuracy, completeness, and reliability of the Selected Information measured against the Reporting Criteria, including review of data collection processes, systems, and controls. Procedures in a limited assurance engagement are more limited in nature, timing, and extent than those in a reasonable assurance engagement. Our conclusion is therefore expressed in a form that conveys moderate assurance only. We have obtained sufficient appropriate evidence to support a conclusion expressed in a form that conveys whether, based on the procedures performed and evidence obtained, any matters have come to our attention that cause us to believe the Selected Information is materially misstated.

5. Intended Users

This assurance statement is intended for investors, regulators, employees, customers, suppliers, and local communities with significant and common interests in BJC's sustainability performance.

6. Responsibilities

BJC is responsible for the preparation and presentation of the Selected Information, establishing and maintaining appropriate performance management and internal control systems, and ensuring information integrity.

Bureau Veritas is responsible for performing this assurance engagement and forming an independent conclusion based on the procedures performed.

7. Summary of Work Performed

Our limited assurance engagement included the following procedures:

- Planning: Developed an assurance strategy identifying areas where material misstatements are likely; assessed materiality at quantitative (5%) and qualitative levels; identified and assessed risks of material misstatement; determined the nature, timing, and extent of procedures.
- Process Understanding:
  - Conducted interviews with approximately 30 to 35 key personnel across departments responsible for data collection and reporting; reviewed data collection and consolidation processes, measurement methodologies, and systems for quantitative aggregation; assessed the design and implementation of controls over Selected Information preparation.
- Evidence Gathering:
  - Reviewed source data and supporting documentation for performance indicators.
  - Evaluated the reliability of data and information related to the Code of Conduct and Compliance System and reviewed Board Performance information, supporting documentation, and evaluation records provided by relevant parties. Procedures performed included obtaining an understanding of the governance and evaluation processes supporting Board oversight.
  - Conducted on-site and remote assessments across selected BJC business units and operations. On-site assessments were performed at Thai Malaya Glass Co. Ltd (TMG 2), Thai Beverage Can Co., Ltd (TBC 1), Berli Jucker Foods Ltd (BJF-snack), Big C Rajdamri, Head office (BJC and Big C), Thai Glass Industries PCL (TGI) and Berli Jucker Cellox Ltd (CPC) where we reviewed data collection processes, management approaches, and supporting evidence to evaluate the application of BJC's reporting framework and the accuracy of reported performance data. Remote assessments were conducted for Small Format (BCM Mingle Hill Minburi), Depot - Taklee, Depot - Nakhonsawan and Food Service - Sanambinnam to verify

environmental performance data, social performance and reporting practices.
- Tested a sample of reported data (5% materiality threshold) against source documentation.
- Verified calculations and aggregation methodologies.
- Performed analytical procedures to identify unusual trends.
- Assessed alignment between reported data and underlying systems.

Throughout the engagement, we maintained professional skepticism, exercised critical assessment of evidence, and applied professional judgment in determining procedures and evaluating sufficiency of evidence obtained.

8. Limitations and Exclusions

Excluded from the scope of our work is assurance of information relating to activities outside the defined assurance period, position statements of a descriptive or interpretative nature, or commitments to undertake future actions, and other information included in the Report other than the Selected Information.

This limited assurance engagement relies on risk-based sampling and a 5% materiality threshold. The reliability of reported data depends on the accuracy of metering and production measurement arrangements at site level, which were not addressed as part of this assurance. Greenhouse gas quantification is subject to inherent uncertainty due to emissions factors and assumptions. The completeness of Scope 3 emissions and forward-looking climate targets remains subject to ongoing development by BJC and was considered within the limitations of this engagement. We relied on BJC's internal control systems, which have inherent limitations. Procedures in a limited assurance engagement are less extensive than in a reasonable assurance engagement; consequently, the level of assurance obtained is substantially lower. This statement should not be relied upon to detect all errors, omissions, or misstatements that may exist.

9. Findings and Conclusions on the AA1000 AccountAbility Principles

In accordance with the requirements of AA1000AS v3, we assessed BJC’s adherence to the AA1000 AccountAbility Principles (AA1000AP, 2018) — Inclusivity, Materiality, Responsiveness, and Impact. Our findings are summarised below.

Inclusivity

BJC has established processes for identifying and engaging with key stakeholder groups as part of its sustainability reporting practices. Stakeholder engagement activities are conducted through a combination of internal processes and collaboration with external advisors. BJC contributes to the identification of stakeholder groups and participates in engagement activities, including stakeholder interviews, which are supported by external consultants in terms of methodology design, facilitation, and consolidation of results. This approach reflects a combination of internal involvement and external support in stakeholder engagement. Further strengthening of internal participation and documentation, including clearer linkage between stakeholder inputs and internal decision-making processes, may support continued alignment with the Inclusivity principle.

Materiality

BJC has established a structured process for identifying and reviewing material sustainability topics on an annual basis. This includes conducting materiality workshops to assess and prioritise ESG topics, with results subsequently presented for management review and consideration. Evidence reviewed indicates that certain topics, including biodiversity and health and nutrition, were identified as high-significance topics during the workshop process. These topics were further discussed at the management level and, based on internal considerations including data availability and reporting readiness, were not included in the current reporting scope. This reflects a process in which materiality assessment outcomes are subject to further review and refinement, taking into account both stakeholder input and organisational readiness. Continued alignment between topic prioritisation and data management processes may support consistency and transparency in the application of the Materiality principle.

Responsiveness

BJC has established processes to respond to stakeholder concerns through structured grievance and feedback mechanisms covering ethical, compliance, and operational matters. These mechanisms are supported by formalised procedures for the receipt, assessment, investigation, and follow-up of reported concerns, enabling issues raised by stakeholders to be addressed through defined internal processes. In addition to reporting channels, BJC provides avenues for stakeholders to seek guidance on ethical conduct and the application of internal policies through designated functions and internal communication mechanisms.

Impact

BJC has implemented a range of initiatives and control mechanisms that contribute to environmental, social, and governance outcomes, supported by defined processes, internal controls, and performance monitoring practices across relevant functions. Evidence reviewed indicates that BJC tracks performance through operational indicators, internal audits, and management review processes. In addition, the identification and prioritisation of sustainability topics, together with stakeholder engagement and grievance mechanisms, provide a basis for understanding and managing potential impacts. This approach reflects an integration of governance structures and operational practices in managing ESG-related impacts.

Based on the procedures performed and evidence obtained, BJC demonstrates general alignment with the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness, and Impact, supported by established processes for stakeholder engagement, material topic prioritisation, grievance handling, and ESG impact management.

10. Findings and Conclusions on the Reliability and Quality of Selected Information

Based on the procedures performed and evidence obtained, the Selected Information is considered reasonably reliable and fairly presented, in all material respects, in accordance with the stated criteria. However, our procedures identified limitations in relation to data completeness and consistency of data management practices, including gaps in environmental emissions coverage and ongoing development of Scope 3 emissions data. These limitations do not affect our overall conclusion but indicate opportunities to further strengthen the quality, transparency, and consistency of reported information.

11. Recommendations

Based on the findings of this assurance engagement, we recommend that BJC:

- Enhance the clarity and communication of data collection methodologies and reporting boundaries across business units, including defining the scope and level of data required for each function to support consistent understanding and implementation;
- Further develop data management systems and processes to support improved data completeness and consistency, including consideration of more structured or automated data collection approaches beyond current spreadsheet-based practices;
- Expand the coverage of greenhouse gas (GHG) emissions reporting, particularly Scope 3 emissions, to ensure that material emission sources relevant to BJC's operations and value chain are appropriately identified and disclosed; and
- Strengthen internal data verification and review processes, particularly at the data aggregation level, to enhance data accuracy and reduce time required for issue identification and resolution.

Addressing these areas may further support alignment with the AA1000 AccountAbility Principles and enhance the overall quality, consistency, and reliability of sustainability reporting.

12. Conclusion

Based on our assurance procedures, nothing has come to our attention that would cause us to believe that the Selected Information is not fairly stated in all material respects.

13. Statement of Independence, Integrity and Competence

Bureau Veritas is an independent professional services company specializing in Quality, Health, Safety, Social, and Environmental management, with almost 200 years of history in providing independent assurance services and an annual turnover of Euros 6.24 billion (2024). Its assurance team has extensive experience in conducting verification over environmental, social, ethical, and health and safety information, systems and processes.

Bureau Veritas operates a certified[2] Quality Management System which complies with the requirements of ISO 9001:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, quality reviews and applicable legal and regulatory requirements which we consider to be equivalent to ISQM 1 & 2[3].

Bureau Veritas has implemented and applies a Code of Ethics, which meets the requirements of the International Federation of Inspections Agencies (IFIA)[4], across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour and high ethical standards in their day-to-day business activities. We consider this to be equivalent to the requirements of the IESBA code[5]. The assurance team has not been involved in preparing the Report or other BJC sustainability initiatives. The engagement fee is fixed and not contingent on findings.

AA1000
Licensed Report
000-898/V3-S7U3N

Bureau Veritas Certification (Thailand) Limited

Bureau Veritas Certification (Thailand) Limited

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Bangkok

24 June 2026

[2] Certificate available on request
[3] International Standard on Quality Management 1 (Previously International Standard on Quality Control 1) & International Standard on Quality Management 2
[4] International Federation of Inspection Agencies – Compliance Code – Third Edition
[5] Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants