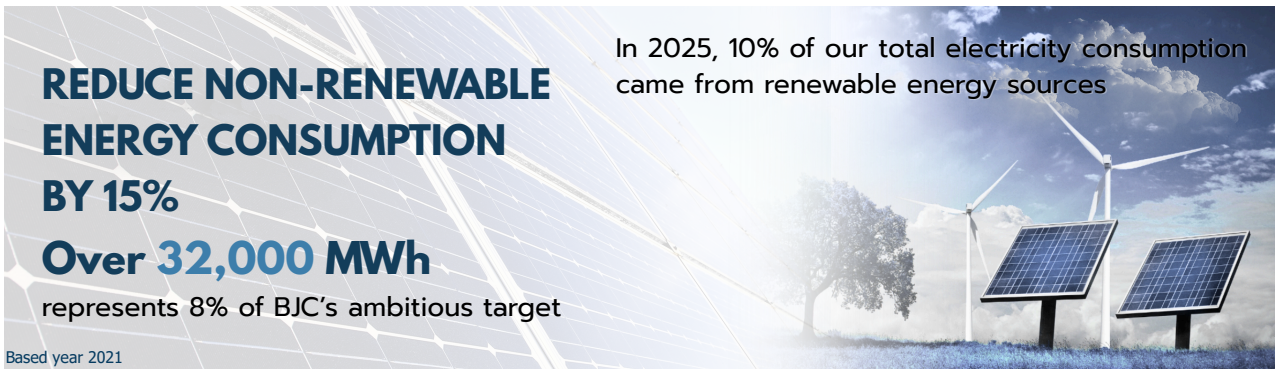
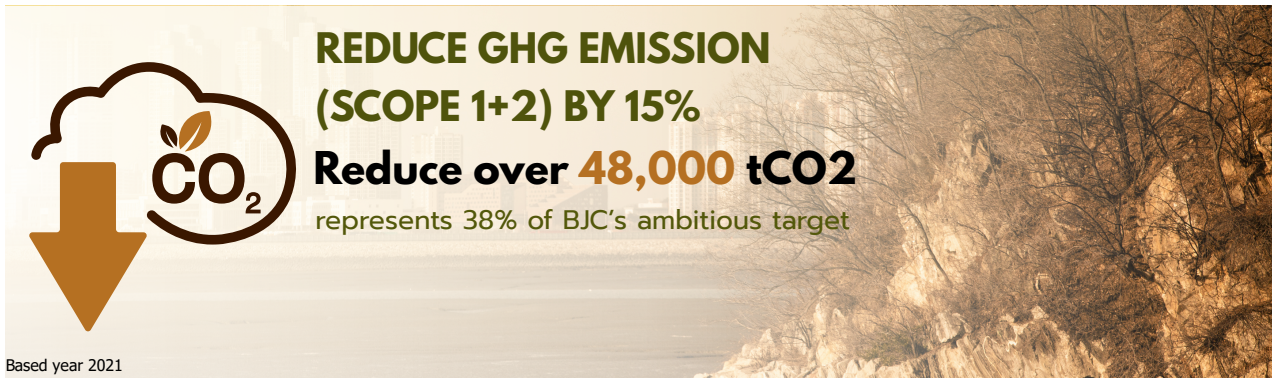
SUSTAINABILITY PERFORMANCE REPORT 2025

Responsible Growth with Purpose




PLANT
150,000
MORE TREES
Based year 2021
We have successfully planted 57,504 trees across 338 rai.
represents 38% of BJC'S ambitious target


REDUCE NON-RENEWABLE ENERGY CONSUMPTION BY 15%
Over 32,000 MWh
represents 8% of BJC's ambitious target
Based year 2021
In 2025, 10% of our total electricity consumption came from renewable energy sources


CO2
REDUCE GHG EMISSION (SCOPE 1+2) BY 15%
Reduce over 48,000 tCO2
represents 38% of BJC's ambitious target
Based year 2021


REDUCE WATER CONSUMPTION BY 15%
Reduce over
1,300 Cubic Meters
Based year 2021
REDUCE FOOD WASTE BY 15%
Reduce over
16,100 tons


REDUCE PLASTIC PACKAGING BY 15%
Reduce over
4,400 tons
Based year 2021

Environmental Performance Data						
GRI Standard	**Indicator**	**Unit**	**2022**	**2023**	**2024**	**2025**
302	**Energy Consumption**					
	Energy Consumption and Generation within the Organization					
	Total Energy Consumption	GJ	10,348,454	10,431,467	10,586,608	10,494,836
		MWh	2,922,197	2,897,629	2,940,724	2,915,232
	Non-renewable sources					
	Total Non-Renewable Energy Consumption	GJ	10,139,921	10,185,827	10,176,304	10,011,654
		MWh	2,864,271	2,829,396	2,826,751	2,781,015
		%	98	98	96	95
	Total fuel Purchased/ Consumption	GJ	5,929,861	6,001,624	5,936,608	5,809,565
		MWh	1,647,184	1,667,118	1,649,058	1,613,768
		%	58	60	58	55
	Total Electricity Purchased/ Consumption from grid	GJ	4,203,959	4,176,055	4,230,856	4,192,987
		MWh	1,215,392	1,160,015	1,175,238	1,164,719
		%	42	40	42	40
	Steam Consumption	GJ	6,100	8,147	8,840	9,103
		MWh	1,695	2,263	2,455	2,529
		%	0	0	0	0
302-1	**Renewable sources**					
	Total Renewable Energy Consumption	GJ	208,533	245,640	410,304	483,182
		MWh	57,926	68,233	113,973	134,217
		%	2	2	4	5
	Total Renewable Fuel Consumption	GJ	0	0	0	0
		MWh	0	0	0	0
		%	0	0	0	0
	Total Renewable Electricity Consumption	GJ	208,533	245,640	410,304	483,182
		MWh	57,926	68,233	113,973	134,217
		%	100	100	100	100
	Electricity Consumption					
	Total Electricity Consumption	GJ	4,412,492	4,421,695	4,641,160	4,676,169
		MWh	1,273,318	1,228,249	1,289,211	1,298,937
	% of Electrical Power use from Non-Renewable Sources	%	95	94	90	87
	% of Electrical Power use from Renewable Sources	%	5	6	9	10
	RECs Purchased	MWh	0	1,224	3,878	1,617
	Energy Intensity					
	Total Energy Intensity	MWh / Operation	1,757.18	1,629.71	1,600.83	1,774.33
302-3	Total Non-renewable Energy Intensity	MWh / Operation	1,722.35	1,722.35	1,538.79	1,692.64
	Total Renewable Energy Intensity	MWh / Operation	34.83	38.38	62.04	81.69
	Data Coverage		91.37	91.42	91.81	91.61

Note: The operational boundary for ESG reporting covers all domestic Big C operations, excluding franchise stores. This includes domestic retail branches, manufacturing facilities, distribution and logistics centers, and the corporate headquarters.

Hyper = 153 Market = 36 MBC = 1,407 Depot = 6 BFS = 6 DC = 7 Factory = 10 HO = 1

Total operational sites covered = 1,643 site

Environmental Performance Data						
GRI Standard	**Indicator**	**Unit**	**2022**	**2023**	**2024**	**2025**
305	**Greenhouse Gas Emissions (GHGs)**					
	Total Direct GHGs Emissions (Scope 1)					
	Total GHGs Emissions (Scope 1)	**tCO_2**	**660,390**	**622,571**	**580,320**	**597,002**
305-1	Stationary Combustion	tCO_2	344,912	340,560	329,804	324,202
	Mobile Combustion	tCO_2	3,890	5,438	6,342	5,895
	Process Emissions	tCO_2	76,369	69,063	74,812	67,938
	Fugitive Emissions (Refrigerant & Wastewater treatment)	tCO_2	85,800	94,032	103,987	132,591
	R-22 (Refrigerant-22)	tCO_2	149,419	113,478	65,375	66,376
	Biogenic	tCO_2	177	451	454	479
	Total Indirect Total GHGs (Scope 2)					
305-2	Total GHGs (Scope 2) - Location Based	tCO_2	612,723	618,244	644,573	649,338
	Total GHGs (Scope 2*) - Market Based	tCO_2	643,497	633,322	620,543	564,393
	Total GHG Emission (Scope 1+2*)	**tCO_2**	**1,303,887**	**1,255,893**	**1,200,863**	**1,161,395**
	GHG Intensity (Total GHG Emission/ Revenue)	**tCO_2e / million THB revenue**	**8.67**	**8.12**	**7.61**	**7.54**
	Other Relevant Indirect GHG Emissions (Scope 3)					
305-3	Cat 1: Purchased goods and services	tCO_2	6,176,779	6,923,857	10,193,493	7,994,286
	Cat 2: Capital goods	tCO_2	5,743	20,531	9,920	8,477
	Cat 3: Fuel & energy-related activities	tCO_2	207,816	288,554	221,543	201,943
	Cat 4: Upstream transportation & distribution	tCO_2	153,548	146,044	57,680	60,529
	Cat 5: Waste generated in operations	tCO_2	90,379	139,033	52,379	46,327
	Cat 6: Business travel	tCO_2	4,172	751	509	480
	Cat 7: Employee commuting	tCO_2	32,193	33,846	98,370	43,570
	Cat 8: Upstream leased assets	tCO_2	1,557	114	119	125
	Cat 9: Downstream transportation & distribution	tCO_2	6,508	12,579	104,091	70,194
	Cat 10: Processing of sold products	tCO_2				
	Cat 11: Use of sold products	tCO_2				
	Cat 12: End of life treatment of sold products	tCO_2	50,366	61,877	68,357	55,044
	Cat 13: Downstream leased asset	tCO_2	103,920	103,949	81,956	81,989
	Cat 14: Franchises	tCO_2	45,365	303	9	12
	Cat 15: Investments	tCO_2				
	Total GHG Scope 3	tCO_2	6,878,346	7,731,438	10,788,614	8,562,976
	Data Coverage		**91.37**	**91.42**	**91.81**	**91.61**

Note: The emissions are calculated in accordance with the GHG Protocol, covering all relevant types of GHGs.
Scope 1 emissions include emissions from stationary and mobile combustion, process emissions, fugitive emissions, emissions from R-22 leaks, and exclude biogenic emissions.
Scope 2 emissions are calculated based only on electricity under the company's direct responsibility, excluding 75.42% of electricity consumed by tenant shops at the branches.
Scope 3 emissions have been verified by an independent third party, specifically for Category 1 –Purchased goods and services (water), Category 3 – Fuel- and energy-related activities, and Category 5 – Waste generated in operations (organic waste to landfill).
GHG Intensity is calculated as total GHG emissions divided by total revenue and is expressed in tCO_2e per million THB revenue.

Independent Assurance Statement

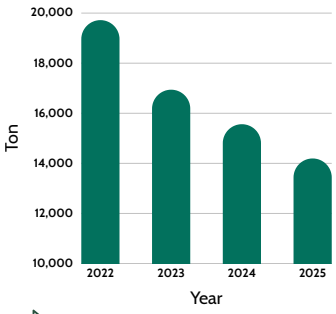
Environmental Performance Data						
GRI Standard	**Indicator**	**Unit**	**2022**	**2023**	**2024**	**2025**
303	**Water**					
	Fresh water defined as water that contains ≤1,000 mg/L (milligrams per liter) of Total Dissolved Solids (TDS). **Other water** defined as water that contains >1,000 mg/L (milligrams per liter) of Total Dissolved Solids (TDS).					
	Water Withdrawal from All Areas					
	Total Water Withdrawal from All Areas	**Million Cubic Meters**	**8.51**	**9.86**	**10.21**	**9.68**
	Freshwater	Million Cubic Meters	8.51	9.86	10.21	9.68
	Other Water	Million Cubic Meters	0	0	0	0
	A. Municipal Water Supplies/ Third-party Water	**Million Cubic Meters**	**8.22**	**9.60**	**9.90**	**9.40**
	Freshwater	Million Cubic Meters	8.22	9.60	9.90	9.40
	Other Water	Million Cubic Meters	0	0	0	0
	B. Surface Water	**Million Cubic Meters**	**0.13**	**0.09**	**0.10**	**0.13**
	Freshwater	Million Cubic Meters	0.13	0.09	0.10	0.13
	Other Water	Million Cubic Meters	0	0	0	0
	C. Groundwater	**Million Cubic Meters**	**0.16**	**0.17**	**0.21**	**0.15**
	Freshwater	Million Cubic Meters	0.16	0.17	0.21	0.15
	Other Water	Million Cubic Meters	0	0	0	0
303-3	**D. Produced Water**	**Million Cubic Meters**	**0**	**0**	**0**	**0**
	Freshwater	Million Cubic Meters	0	0	0	0
	Other Water	Million Cubic Meters	0	0	0	0
	Water Withdrawal from Areas with Water Stress					
	Total Water Withdrawal from Areas with Water Stress	**Million Cubic Meters**	**1.87**	**2.38**	**7.34**	**7.76**
	Freshwater	Million Cubic Meters	1.87	2.38	7.34	7.76
	Other Water	Million Cubic Meters	0	0	0	0
	A. Surface Water	**Million Cubic Meters**	**0.12**	**0.12**	**0**	**0.13**
	Freshwater	Million Cubic Meters	0.12	0.12	0	0.13
	Other Water	Million Cubic Meters	0	0	0	0
	B. Groundwater	**Million Cubic Meters**	**0**	**0**	**0**	**0.15**
	Freshwater	Million Cubic Meters	0	0	0	0.15
	Other Water	Million Cubic Meters	0	0	0	0

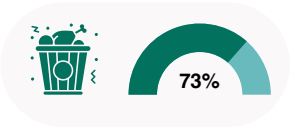
Environmental Performance Data						
GRI Standard	**Indicator**	**Unit**	**2022**	**2023**	**2024**	**2025**
303-3	**C. Produced Water**	**Million Cubic Meters**	**0**	**0**	**0**	**0**
	Freshwater	Million Cubic Meters	0	0	0	0
	Other Water	Million Cubic Meters	0	0	0	0
	D. Third-party Water	**Million Cubic Meters**	**1.75**	**2.26**	**7.34**	**7.48**
	Freshwater	Million Cubic Meters	1.75	2.26	7.34	7.48
	Other Water	Million Cubic Meters	0	0	0	0
303-4	**Water Discharge to All Areas** (Discharge: Water Returned to the Source of Extraction at Similar or Higher Quality as Raw Water Extracted)					
	Total Water Discharge to All Areas	**Million Cubic Meters**	**4.35**	**6.38**	**7.46**	**7.21**
	Freshwater	Million Cubic Meters	4.35	6.36	7.42	6.85
	Other Water	Million Cubic Meters	0	0.02	0.04	0.36
	A. Groundwater	**Million Cubic Meters**	**0**	**0**	**0.02**	**0.02**
	Freshwater	Million Cubic Meters	0	0	0.02	0.02
	Other Water	Million Cubic Meters	0	0	0	0
	B. Surface Water	**Million Cubic Meters**	**0.05**	**0.06**	**0.07**	**0.11**
	Freshwater	Million Cubic Meters	0.05	0.04	0.05	0.10
	Other Water	Million Cubic Meters	0	0.02	0.02	0.01
	C. Third-party Water	**Million Cubic Meters**	**4.3**	**6.32**	**7.37**	**7.08**
	Freshwater	Million Cubic Meters	4.3	6.32	7.35	6.73
	Other Water	Million Cubic Meters	0	0	0.02	0.35
	Water Discharge to Areas with Water Stress					
	Total Water Discharge to Areas with Water Stress	**Million Cubic Meters**	**1.07**	**1.42**	**4.99**	**5.69**
	Freshwater	Million Cubic Meters	1.07	1.42	4.99	5.69
	Other Water	Million Cubic Meters	0	0	0	0
303-5	**Water Consumption**					
	Total water Consumption	**Million Cubic Meters**	**4.16**	**3.48**	**2.75**	**2.47**
	Total Water Consumption from Areas with Water Stress	**Million Cubic Meters**	**0.8**	**0.96**	**2.35**	**2.07**
	Data Coverage		91.37	91.42	91.81	91.61
	Water Management and Legal Compliance					
	Significant Environmental Violations	Case			0	

Environmental Performance Data						
GRI Standard	**Indicator**	**Unit**	**2022**	**2023**	**2024**	**2025**
306	**Waste**					
	Waste Generation					
	Total Waste Generated	**Ton**	**84,258**	**75,896**	**77,831**	**77,644**
306-3	Hazardous Waste Generated	Ton	1,103	1,329	1,667	1,569
	Non-hazardous Waste Generated	Ton	83,155	74,567	76,164	76,075
	Waste Management					
	Total Waste Diverted from Disposal	Ton	**29,637**	**32,741**	**43,425**	**42,708**
	Hazardous Waste Diverted from Disposal	Ton	**370**	**645**	**353**	**518**
	Reused	Ton	0	0	2	67
	Recycled	Ton	370	611	288	414
306-4	Other Recovery Operations	Ton	0	34	65	37
	Non-hazardous Waste Diverted from Disposal	Ton	**29,267**	**32,096**	**43,070**	**42,190**
	Reused	Ton	5,625	2,622	2,069	2,868
	Recycled	Ton	23,642	26,204	35,276	36,443
	Other Recovery Operations	Ton	0	3,270	5,725	2,879
	Waste Directed to Disposal	Ton	**54,621**	**43,155**	**34,406**	**34,936**
	Hazardous Waste Directed to Disposal	**Ton**	**732**	**684**	**1,312**	**1,051**
	Incineration (with Energy Recover)	Ton	536	483	730	380
	Incineration (without Energy Recover)	Ton	38	33	54	75
	Landfilling	Ton	158	168	526	593
306-5	Other Disposal Operations	Ton	0	0	2	3
	Non-hazardous Waste Directed to Disposal	Ton	**53,889**	**42,471**	**33,094**	**33,885**
	Incineration (with Energy Recover)	Ton	290	474	212	651
	Incineration (without Energy Recover)	Ton	9	107	248	24
	Landfilling	Ton	53,590	41,890	32,634	33,210
	Other Disposal Operations	Ton	0	0	0	0
	Data Coverage		91.37	91.42	91.81	91.61
	Summary					
	Total Waste Recycled/Reused	Ton	**29,637**	**32,741**	**43,425**	**42,708**
	Total Waste Disposal	Ton	**54,621**	**43,155**	**34,406**	**34,936**
	Incineration with Energy Recover	Ton	826	957	942	1,031
	Incineration without Energy Recover	Ton	47	140	302	99
	Landfilling	Ton	53,748	42,058	33,160	33,803
	Waste Otherwise Disposed	Ton	0	0	2	3
	Data Coverage		91.37	91.42	91.81	91.61

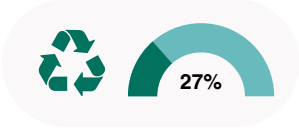
Environmental Performance Data							
GRI Standard	**Indicator**	**Unit**	**2022**	**2023**	**2024**	**2025**	**2025 Target**
	Food Waste						
	Total weight of all food loss & waste	**Ton**	**19,719**	**16,941**	**15,563**	**14,195**	15,000
306-5	Total weight of food loss & waste volume used for alternative purpose	Ton	2,781	2,623	2,991	3,869	3,000
	Total discarded	Ton	16,938	14,318	12,572	10,326	12,000
	Food loss & waste intensity: Food revenue	Ton	0.38	0.17	0.15	0.12	
	Data Coverage		91.37	91.42	91.81	91.61	

Total weight of all food loss & waste





Total discarded



Total weight of food loss & waste volume used for alternative purpose

Target

REDUCE FOOD WASTE BY 15%

Reduce over 16,100 tons

Zero Waste to Landfill Initiative

In 2025, BJC Food (BJF) actively promoted its Zero Waste to Landfill initiative by maximizing resource efficiency and diverting waste from landfill through systematic waste management practices. The initiative supports BJF's transition toward a circular economy by reducing waste generation, increasing resource recovery, and minimizing landfill disposal.

To measure its waste management performance, BJF calculated its landfill diversion rate using the NSF methodology. During 2025, BJF achieved a landfill diversion rate of:

- 90.8% (excluding thermal treatment with energy recovery), in accordance with the NSF methodology, which recognizes only recycling, reuse, and other material recovery activities as landfill diversion.
- 94.0% (including thermal treatment with energy recovery), reflecting additional waste recovery through energy generation.

BJF's landfill diversion performance was independently verified by Bureau Veritas. Based on the verification, BJF met the requirements of the NSF Landfill Free Verification Program, demonstrating that its waste management practices and landfill diversion performance were assessed in accordance with the NSF Landfill Free Verification standard.

Packaging Material

GRI Standard	Indicator	Plastic Packaging				
		Unit	2022	2023	2024	2025	2025 Target
301-2	**Total Weight**	Ton	11,807	10,553	9,363	11,311	9,300
	% of recyclable plastic packaging	%	75	72	77	98	77
	% of compostable plastic packaging	%	0	0	0	0	0
	% of recycled content within plastic packaging	%	19	26	29	29	29
	Data Coverage (% of cost of goods sold)		91.92	90.73	92.45	92.40	

Packaging Material

GRI Standard	Indicator	Wood/ Paper/ Fiber Packaging				
		Unit	2022	2023	2024	2025
301-3	**Total Weight**	Ton	43,439	40,298	39,858	41,177
	Recycled and/or Certified Material (% of Total weight)	%	88	89	99	99
	Data Coverage (% of cost of goods sold)	%	91.92	90.73	92.45	92.40

Packaging Material

GRI Standard	Indicator	Metal Packaging				
		Unit	2022	2023	2024	2025
301-3	**Total Weight**	Ton	1,562	1,034	1,141	1,030
	Recycled and/or Certified Material (% of Total weight)	%	24	86	95	95
	Data Coverage (% of cost of goods sold)	%	91.92	90.73	92.45	92.40

Packaging Material

GRI Standard	Indicator	Glass Packaging				
		Unit	2022	2023	2024	2025
301-3	**Total Weight**	Ton	228	330	352	324
	Recycled and/or Certified Material (% of Total weight)	%	100	100	100	100
	Data Coverage (% of cost of goods sold)	%	91.92	90.73	92.45	92.40

Social Performance Data

GRI Standard	Indicator	Unit	2022		2023		2024		2025	
	Employee									
			Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
	Total Number of Employees	**Person**	**34,046**		**34,114**		**34,689**		**36,524**	
			13,742	20,304	13,411	20,703	13,767	20,922	14,873	21,651
	Employees by Employment Contract									
	Total Employees with Permanent Contracts	Person	**34,046**		**34,114**		**34,689**		**36,524**	
			13,742	20,304	13,411	20,703	13,767	20,922	14,873	21,651
	Total Employees with Temporary Contracts	Person	0		0		0		0	
			0	0	0	0	0	0	0	0
	Employees by Employment Type									
	Total Full-time Employees	Person	**34,046**		**34,114**		**34,689**		**36,524**	
			13,742	20,304	13,411	20,703	13,767	20,922	14,873	21,651
	Total Part-time Employees	Person	**0**		**0**		**0**		0	
			0	0	0	0	0	0	0	0
	Hiring									
401-1	**Total Number of New Employee Hires**	**Person**	**18,184**		**19,065**		**19,687**		**18,923**	
			6,910	11,274	6,910	12,155	7,439	12,248	7,405	11,518
	% of new employee hires	%	38.00	62.00	36.24	63.76	37.79	62.21	39.13	60.87
	% of new employee hires per full-time employee	%	20.30	33.11	20.26	35.63	21.44	35.31	20.27	31.53
	% of Open Positions Filled by Internal Candidates (Internal Hires)	%	39.8		51.8		56.8		51.3	
	Average Hiring	Cost/FTE Currency: THB	1,468		1,429		1,394		1,416	
	New Employee Hires by Age Group									
	<30 years	Person	**13,504**		**13,374**		**13,277**		**12,567**	
			5,259	8,245	4,950	8,424	5,357	7,920	5,098	7,469
		%	15.45	24.22	14.51	24.69	15.44	22.83	13.96	20.45
	30 - 50 years	Person	**4,641**		**5,593**		**6,282**		**6,074**	
			1,633	3,008	2,069	3,524	2,025	4,257	2,181	3,893
		%	4.80	8.84	6.06	10.33	5.84	12.27	5.97	10.66
	>50 years	Person	**38**		**98**		**128**		**282**	
			18	20	36	62	57	71	126	156
		%	0.05	0.06	0.11	0.18	0.16	0.20	0.34	0.43
	Training & Development Inputs									
	Average Hours per FTE of Training and Development	Hours	**123**		**125**		**126**		**127**	
			122	123	129	126	126	126	128	126
	Average Amount Spent per FTE on Training and Development	THB	**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	

Definitions

Top Management includes those from the level of President, Senior Executive Vice President (SEVP) and Executive Vice President (EVP)
Management includes those from level from Senior Vice President (SVP), Vice President (VP), Assistant Vice President (AVP), Senior Manager and Manager
Junior Management includes those from level from Assistance Manager
Supervisor includes those from level from Senior Officer
Officer includes those from level from Officer, and Operator

Social Performance Data						
GRI Standard	**Indicator**	**Unit**	**2022**	**2023**	**2024**	**2025**
	Occupational Health and Safety (OHS) Management System					
	Number of Working hour					
	Employee	Hour	84,530,084.80	86,710,094.85	87,491,785.51	89,112,246.62
	Contractors	Hour	29,384,622.46	35,853,715.14	58,068,924.74	36,467,623.16
	Lost time Injury and Medical treatment: Employee					
	Number of Lost time Injury	Case	151	184	181	163
	Number of Medical treatment	Case	109	113	133	87
	Lost-time Injury Frequency rate (LTIFR)	Case per 10^6 Worked hours	1.79	2.12	2.07	1.83
403-9	Injury Frequency Rate (IFR)	Case per 10^6 Worked hours	3.08	3.43	3.69	2.81
	Lost time Injury and Medical treatment: Contractors					
	Number of Lost time Injury	Case	15	18	44	25
	Number of Medical treatment	Case	6	20	15	12
	Lost-time Injury Frequency rate (LTIFR)	Case per 10^6 Worked hours	0.51	0.5	0.75	0.69
	Injury Frequency Rate (IFR)	Case per 10^6 Worked hours	0.71	1.06	1.02	1.01
	Data Coverage		91.37	91.42	91.81	91.61
	Occupational Health and Safety (OHS) Management System					
	Fatalities					
403-10	Total Number	Cases	0	0	0	0
	Employee	Cases	0	0	0	0
	Contractors	Cases	0	0	0	0
	Data Coverage		91.37	91.42	91.81	91.61

	Occupational Health and Safety (OHS) Management System				
	Indicator	**2025**			
		Unit	**Employee**	**Contractor**	**Total**
	High-Consequence Work-Related Injuries				
	Amputations	Cases	85	0	85
	Paralysis	Cases	0	0	0
	Loss of consciousness	Cases	0	0	0
	Recordable Work-Related Injuries				
403-9	Lacerations	Cases	0	6	6
	Fractures	Cases	7	1	8
	Burns	Cases	9	1	10
	Crush Injuries	Cases	0	0	0
	Electrical Injury	Cases	0	0	0
	Impact Injuries	Cases	0	0	0
	Animal-related Injuries	Cases	0	0	0
	Others	Cases	149	29	178

The 2025 Environmental and Occupational Health and Safety performance disclosure has been verified by an independent third party.

Independent Assurance Statement

Social Performance Data

GRI Standard	Indicator	Unit	2022		2023		2024		2025	
	Diversity and Equal Opportunity									
			Male	**Female**	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
	<30 years	**Person**	**6,035**	**8,831**	**5,919**	**9,160**	**6,028**	**8,852**	**6,382**	**8,855**
		%	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**
		%	20.23	30.60	19.6	30.86	20.14	32.01	20.99	32.06
	>50 years	**Person**	**821**	**1,030**	**805**	**1,015**	**751**	**967**	**825**	**1,085**
		%	2.41	3.03	2.36	2.98	2.16	2.79	2.26	2.97
	Employee by Employee Category									
405-1	Top Management	**Person**	**11**	**12**	**8**	**12**	**13**	**18**	**16**	**18**
		%	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**
		%	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**
		%	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**
		%	5.60	7.00	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**
		%	32.75	50.43	32.16	51.46	32.32	50.38	33.58	49.64
	Trend of Employee Engagement									
	Employee Engagement	% of Actively Engaged Employees	**81.5**	**82.5**	**81.1**	**83.1**	**81.5**	**83.5**	**84.3**	**83.5**
	Data Coverage	% of Total Employees	100		100		100		100	
	Percentage (%) of Actively Engaged Employees									
	Age Group									
	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									
	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	

Workforce Breakdown: Country

	Unit	Total Employees	Permanent Contracts	Temporary Contracts
Thailand (FTE in Local 25 companies)	Person	36,524	36,524	-
Malaysia	Person	423	423	-
Laos	Person	428	428	-
Vietnam	Person	6,109	6,109	-
Cambodia	Person	276	276	-
Hong Kong	Person	114	114	-
China	Person	4	4	-
Myanmar	Person	1	1	-

Social Performance Data

GRI Standard | **Workforce Breakdown: Nationality**

		Unit	% 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

Workforce Breakdown: Gender

	Diversity Indicators		Percentage (0-100%)	Public Target
405-1	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

Social Performance Data

GRI Standard | **Gender Pay Indicators**

*The coverage of the data reported as a percentage of FTEs is 86%

Indicators	Difference between Female: Male Employees	% Differences between Men and Women Employees
Mean Gender Pay Gap	1:1.09	8.67
Median Gender Pay Gap	1:1.00	0.17
Mean Bonus Gap	1:1.02	2.28
Median Bonus Gap	1:1.01	1.37

Employee Category

405-2		Salary		Bonus	
	Female (1.00): Male	**Mean**	**Median**	**Mean**	**Median**
	Top Management	1:1.18	1:0.90	1:1.43	1:0.83
	Management	1:1.05	1:1.06	1:1.04	1:1.10
	Junior Management	1:0.98	1:0.99	1:1.06	1:1.01
	Supervisor	1:1.11	1:1.15	1:1.18	1:1.37
	Officer	1:0.99	1:1.00	1:1.01	1:1.00

Social Performance Data

GRI Standard | **Region**

405-2		Salary		Bonus	
	Female (1.00): Male	**Mean**	**Median**	**Mean**	**Median**
	North	1:0.99	1:1.00	1:0.92	1:0.98
	North-East	1:1.03	1:0.91	1:0.99	1:0.95
	Central	1:1.12	1:1.00	1:1.21	1:0.98
	East	1:1.00	1:1.00	1:1.00	1:1.00
	West	1:0.96	1:1.00	1:0.78	1:0.81
	South	1:1.00	1:1.00	1:0.90	1:0.94

Social Performance Data

GRI Standard	Indicator	Unit	2022	2023	2024	2025
	Freedom of Association					
407-1	% of Employees represented by an independent trade union or covered by collective bargaining agreements	%	3.63	3.21	3.38	2.49

Note :2025 Data has been recalculated for more accuracy

Parental Leave

Category	Unit	Male	Female	Total
Employees entitled to parental leave	Person	24,310	39,724	64,034
Employees who took parental leave	Person	83	698	781
Employees who returned to work after parental leave	Person	83	621	704
Employees still employed 12 months after return	Person	9	33	42
Return to work rate	%	100	89	90
Retention rate after 12 months	%	11	5	5

*****Remark: Employees who have returned to work but have not yet completed a full 12-month period since their return are not included in the count of those "retained after 12 months."
*Employees entitled including Resigned

Disabilities in Workforce
In end of December 2025, BJC welcomed 370 individuals with physical disabilities (male: 205 employees, female: 165 employees), representing 2% of total new full-time employees.

Supplier ESG Management

GRI Standard	Indicator	Unit	2025
308/414	**Supplier ESG Management**		
	New suppliers	Number	517
308-1, 414-1	New Supplier that were screened using ESG criteria	Number	134
	% New Supplier that were screened using ESG criteria	%	26
308-2, 414-2	All Suppliers (Tier1 Supplier)*	Number	7,744
	Number of Supplier that were screened using ESG criteria**	Number	4,870
	Environmental Criteria Assessment Result		
308-2	Number of Supplier identified as having enviromental significant Impact	Number	117
	Number of suppliers with significant environmental impacts and improvement plans	Number	117
	% Suppliers with significant environmental impacts and improvement plans	%	100
	Number of suppliers with significant environmental impacts whose relationships were terminated	Number	0
	% Suppliers with significant environmental impacts whose relationships were terminated	%	0
	Social Criteria Assessment Result		
414-2	Number of Supplier identified as having social significant Impact	Number	15
	Number of suppliers with significant social impacts and improvement plans	Number	15
	% Suppliers with significant social impacts and improvement plans	%	100
	Number of suppliers with significant social impacts whose relationships were terminated	Number	0
	% Suppliers with significant social impacts whose relationships were terminated	%	0

BJC BigC actively supports and encourages suppliers with substantial environmental and social impacts to improve and attain recognized certifications, such as Green Industry and ISO 45001. The company has provided initial training to equip these suppliers with essential knowledge and continues to promote compliance with these international standards. For further details, please refer to the Supplier Development section.

Note : *Tier 1 Supplier : Direct providers of essential goods and services to the BJC BigC with annual spending and not falling under the exemption categories below;
- BJC Group affiliates
- Government agencies
- Public utility providers, such as waterworks and electricity authorities
- Employee welfare providers, such as provident funds and medical services

**During its first year of rigorous ESG criteria implementation, BJC Big C executed intensive initiatives. While certain information may not have been fully comprehensive, the company remains steadfast in its commitment to continuously refine and strengthen its processes to achieve higher standards.

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

Registration: 0105546052430

2170 New Phetchaburi Rd, Bang Kapi, Huai Khwang, Bangkok 10310, Thailand

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