

SUSTAINABILITY PERFORMANCE REPORT 2025

Responsible Growth with Purpose

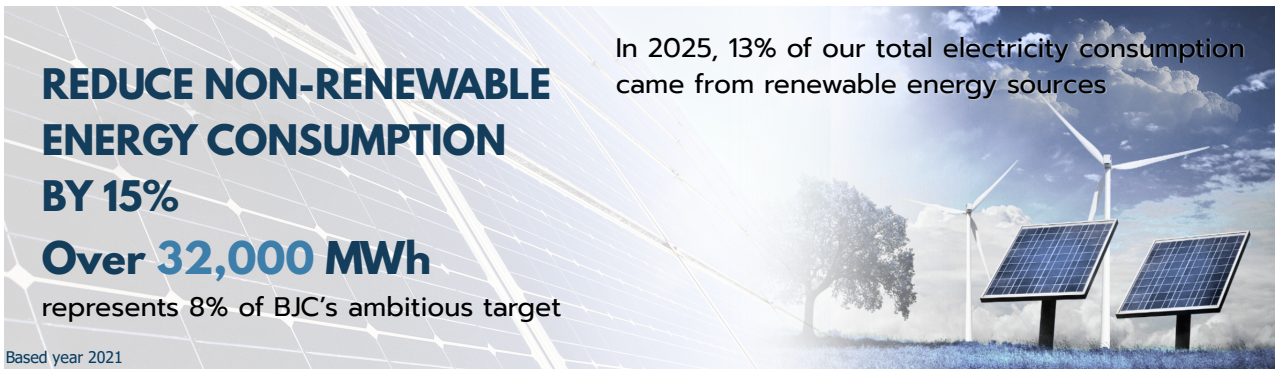




We have successfully planted 57,504 trees across 338 rai.
 represents 38% of BJC'S ambitious target

PLANT 150,000 MORE TREES

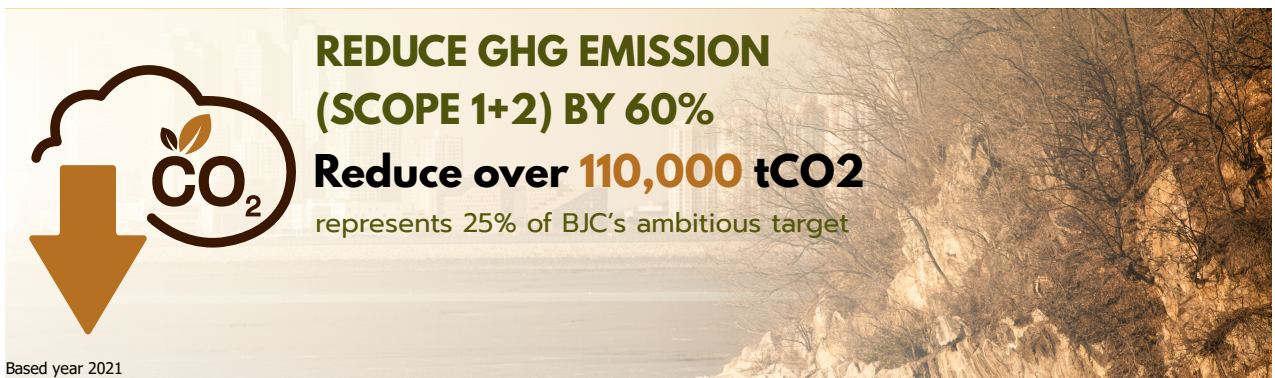
Based year 2021



REDUCE NON-RENEWABLE ENERGY CONSUMPTION BY 15%
Over 32,000 MWh
 represents 8% of BJC's ambitious target

In 2025, 13% of our total electricity consumption came from renewable energy sources

Based year 2021



REDUCE GHG EMISSION (SCOPE 1+2) BY 60%
Reduce over 110,000 tCO2
 represents 25% of BJC's ambitious target

Based year 2021



REDUCE WATER CONSUMPTION BY 15%
Reduce over 1,300 Cubic Meters

REDUCE FOOD WASTE BY 15%
Reduce over 16,100 tons

Based year 2021



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	
	Total fuel Purchased/ Consumption	%	98	98	96	95	
		GJ	5,929,861	6,001,624	5,936,608	5,809,565	
	Total Electricity Purchased/ Consumption from grid	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	
	Steam Consumption	%	42	40	42	40	
		GJ	6,100	8,147	8,840	9,103	
	Steam Consumption	MWh	1,695	2,263	2,455	2,529	
		%					
	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
		Total Renewable Fuel Consumption	%	2	2	4	5
			GJ	0	0	0	0
Total Renewable Fuel Consumption		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	
Total Renewable Electricity Consumption		%	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	1,298,936	
% of Electrical Power use from Non-Renewable Sources		%	95	94	90	87	
% of Electrical Power use from Renewable Sources		%	5	6	10	13	
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	
Total Non-renewable Energy Intensity		MWh / Operation	1,722.35	1,722.35	1,538.79	1,692.64	
		MWh / Operation	34.83	38.38	62.04	81.69	
Total Renewable Energy Intensity		MWh / Operation					
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
	Stationary Combustion	tCO ₂	344,912	340,560	329,804	324,202
	Mobile Combustion	tCO ₂	3,890	5,438	6,342	5,895
305-1	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*)	tCO₂	1,303,887	1,255,893	1,200,863	1,161,395
	GHG Intensity (Total GHG Emission/ Revenue)	tCO₂e / 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	7,208,802	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	7,903,735	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 tCO₂e per million THB revenue.

Independent Assurance Statement

Environmental Performance Data

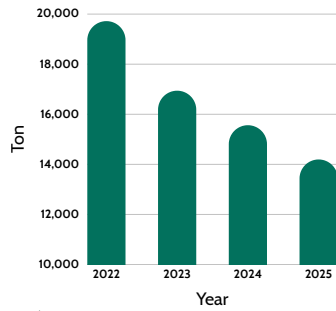
GRI Standard	Indicator	Unit	2022	2023	2024	2025	
303	Water						
	<p>Fresh water defined as water that contains ≤1,000 mg/L (milligrams per liter) of Total Dissolved Solids (TDS). Other water defined as water that contains >1,000 mg/L (milligrams per liter) of Total Dissolved Solids (TDS).</p>						
	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	
	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	
	303-3	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
Water Discharge to All Areas (Discharge: Water Returned to the Source of Extraction at Similar or Higher Quality as Raw Water Extracted)						
303-4	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						
303-5	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
Water Consumption						
303-5	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		

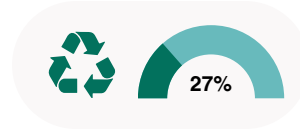
Environmental Performance Data						
GRI Standard	Indicator	Unit	2022	2023	2024	2025
306	Waste					
	Waste Generation					
	Total Waste Generated	Ton	84,258	75,896	77,831	77,644
306-3	Hazardous Waste Generated	Ton	1,103	1,329	1,667	1,569
	Non-hazardous Waste Generated	Ton	83,155	74,567	76,164	76,075
	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	37,576
	Total Waste Disposal	Ton	54,621	43,155	34,406	34,931
	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	33,801
	Waste Otherwise Disposed	Ton	0	0	2	0
	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	
306-5	Total weight of food loss & waste volume used for alternative purpose	Ton	2,781	2,623	2,991	3,869	
	Total discarded	Ton	16,938	14,318	12,572	10,326	
	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	
	% of recyclable plastic packaging	%	75	72	77	98	
	% of compostable plastic packaging	%	0	0	0	0	
	% of recycled content within plastic packaging	%	19	26	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	41,325
	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														
401-1	Total Number of Employees	Person	Male	Female	Male	Female	Male	Female	Male	Female				
			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														
401-1	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
			0	0	0	0	0	0	0	0	0	0	0	0
Employees by Employment Type														
401-1	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
			0	0	0	0	0	0	0	0	0	0	0	0
401-1	Total Part-time Employees	Person	0	0	0	0	0	0	0	0	0	0	0	0
			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
			%	38.00	62.00	36.24	63.76	37.79	62.21	39.13	60.87			
401-1	% of new employee hires per full-time employee	%	20.30	33.11	20.26	35.63	21.44	35.31	20.27	31.53				
			%	39.8	51.8	56.8	51.3							
401-1	Average Hiring	Cost/FTE Currency: THB	1,468	1,429	1,394	1,416								
New Employee Hires by Age Group														
401-1	<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			
401-1	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			
401-1	>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														
401-1	Average Hours per FTE of Training and Development	Hours	123	125	126	127	122	123	129	126	126	126	128	126
			1,042	774	656	679	1,022	1,060	815	733	719	614	715	642
Average Training Hours of Employees by Employee Category														
401-1	Top Management	Hours	124	145	122	123								
401-1	Management	Hours	126	127	133	130								
401-1	Junior Management	Hours	124	123	160	140								
401-1	Supervisor	Hours	122	124	133	120								
401-1	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

403-9	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
	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	Unit	2025		
		Employee	Contractor	Total

High-Consequence Work-Related Injuries

Amputations	Cases			
Paralysis	Cases			
Loss of consciousness	Cases			









Recordable Work-Related Injuries

403-9	Lacerations	Cases			
	Fractures	Cases			
	Burns	Cases			
	Crush Injuries	Cases			
	Electrical Injury	Cases			
	Impact Injuries	Cases			
	Animal-related Injuries	Cases			

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	
405-1	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									
	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
			82		82.1		82.5		84	
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 100%

	Indicators	Difference between Female: Male Employees	% Differences between Men and Women Employees			
405-2	Mean Gender Pay Gap	1:1.11	10.8			
	Median Gender Pay Gap	1:1.00	0.99			
	Mean Bonus Gap	1:1.02	2.28			
	Median Bonus Gap	1:1.01	1.37			
	Employee Category		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

		Salary		Bonus	
405-2	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			
	Number of Supplier identified as having environmental significant Impact	Number	427
308-2	Number of suppliers with significant environmental impacts and improvement plans	%	81
	% Suppliers with significant environmental impacts and improvement plans	Number	19%
	Number of suppliers with significant environmental impacts whose relationships were terminated	%	0
	% Suppliers with significant environmental impacts whose relationships were terminated	%	0%
Social Criteria Assessment Result			
	Number of Supplier identified as having social significant Impact	Number	136
414-2	Number of suppliers with significant social impacts and improvement plans	Number	7
	% Suppliers with significant social impacts and improvement plans	%	5%
	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.