Berli Jucker Public Company Limited
บริษัท เบอร์ลี่ ยุคเกอร์ จำกัด (มหาชน)

Performance Evaluation (Full-year review)	**Support answer: 3.3 Human Capital Management**
	Topic: Type of Performance Appraisal
	Document Date: December 2025

BJC uses Performance Evaluation (Full - year review) for employee's individual performance appraisals. The evaluation consists of 4 parts; Performance Output, Role Competency, Learning & Development Plan and Career Wish & Aspiration. The evaluation will be done by employees themselves first, followed by evaluating from their superiors/supervisors.

PART 1 : PERFORMANCE OUTPUT (100%)

Strategic Plan/Tasks aligned to BU/BP Balanced Scorecard (10%)

Agreeable Individual Objective/Plan	Expected Performance Outputs/Results					Planned Timeline (Jan-Dec)	Weighted (%)	Rating		Weighted Avg. Score	
	1	2	3	4	5			Self	Boss	Self	Boss
Total Score							10.00				

People Management - People KPIs Achievement (10%)

No.	Agreeable Individual Objective/Plan	Expected Performance Outputs/Results					Planned Timeline (Jan-Dec)	Weighted (%)	Rating		Weighted Avg. Score	
		1	2	3	4	5			Self	Boss	Self	Boss
Total Score								10.00%				

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Work Plan/Tasks within own area of Accountability (50%)

Agreeable Individual Objective/Plan	Expected Performance Outputs/Results					Planned Timeline (Jan-Dec)	Weighted (%)	Rating		Weighted Avg. Score	
	1	2	3	4	5			Self	Boss	Self	Boss
Total Score							50.00				

Special Transformation Task & Synergy Assignment
(It can be the objective for Development/Innovation, Project/Work Related Improvement) (30%)

Agreeable Individual Objective/Plan	Expected Performance Outputs/Results					Planned Timeline (Jan-Dec)	Weighted (%)	Rating		Weighted Avg. Score	
	1	2	3	4	5			Self	Boss	Self	Boss
Total Score							30.00				

Total Score	100.00%			

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PART 2 : BJC BIG C GROUP : C^3 & ROLE COMPETENCY

Groups	Items & Definition	Definition & Key Behaviors	Weighted (%)	Rating		Weighted Avg. Score	
				Self	Boss	Self	Boss
C	Cultivate	- Coaching - Relationship - Inclusive 1 = Does not accept others' opinions, shows no interest in learning, and communicates without consideration for others. 2 = Shows intention to learn but rarely listens or shares with others. 3 = Open to learning, shares knowledge, and communicates clearly in a friendly manner. 4 = Listens to diverse opinions, values differences, and supports team members with sincerity. 5 = A role model in open communication, knowledge sharing, and supporting diversity while fostering a learning culture within the team.	25.00				
C	Commitment	- Customer - Community - Integrity 1 = Avoids accountability, lacks sincerity, transparency, and commitment. 2 = Shows minimal intention in being responsible and sincere, but lacks consistency in communication or work practices. 3 = Serves customers sincerely, acts with integrity, and communicates transparently with good intentions. 4 = Works with dedication, keeps promises, and responds to both work and social responsibilities effectively. 5 = A role model of commitment, transparency, and integrity; takes full responsibility for both internal and external stakeholders in every situation.	25.00				

Groups	Items & Definition	Definition & Key Behaviors	Weighted (%)	Rating		Weighted Avg. Score	
				Self	Boss	Self	Boss
C	Challenge	- Status quo - Competitive Landscape - Continuous Improvement 1 = Avoids development, lacks flexibility, and refuses to learn from mistakes. 2 = Starts setting new goals and learning new things, but rarely collaborates or adapts. 3 = Sets new goals, learns from failure, and adapts well to change. 4 = Demonstrates creativity, adaptability, and collaborates with others to develop the organization. 5 = A role model in continuous growth, creative thinking, innovation, and team collaboration to drive impactful change with long-term success.	20.00				
Role Competency	Professional Expertise & Development	Apply and improve extensive or in-depth • Clearly understand technical aspects of one's job and continuously builds specialized knowledge, keeping up-to-date on technical or procedural aspects of the job • Apply technical/procedural knowledge to correctly address a situation in a timely manner • Recognize trends in theory and practice of own technical area and effectively develop practical solutions to new or highly complex issues	10.00				
	Analytical Thinking	Have good sense of available information • Organize significant information from various sources to clarify the scope of issue systematically • Dissect the complexity of situations to synthesize the root cause-effect relations and trend analysis • Grasp complexities and perceives relationships among problem patterns to recommend potential alternative solutions; including weighs the value of each solution	10.00				
Customer Input	Customer Input	Direct boss is the evaluator, assessing the employee's behavior in performing tasks or their cooperation with others, both within and outside the department.	10.00				

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Groups	Items & Definition	Definition & Key Behaviors	Weighted (%)	Rating		Weighted Avg. Score	
				Self	Boss	Self	Boss
		Total Score of C 3 & ROLE COMPETENCY	**100.00%**				

Development Needs	Expected Development Results	Development Options			Planned Timeline	Priority (U/M)
		Experiential Learning (70%)	Social Learning (20%)	Formal Learning (10%)		

PART 4: CAREER WISH & ASPIRATION

1. How satisfy you are with your current tasks?

(•) Very High ( ) High ( ) Medium ( ) Low ( ) Very Low

2. If you have chance to consider any alternative tasks, what is your preference tasks? (Please specify)

3. And what is your aspiration? (Please specify)