



Sustainability Report 2023



Lead by example





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Message from the CEO

GRI 2-22



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Mrs. Thapanee Techajareonvikul

Chief Executive Officer and President
of Berli Jucker Public Company Limited

As we reflect on the dynamic global landscape of 2023, characterized by volatile economic shifts, evolving social dynamics, and environmental challenges, Berli Jucker Public Company Limited and its subsidiaries, collectively known as BJC, once again find ourselves at the forefront of adapting to emerging risks and seizing new opportunities.

The complex interplay of these factors, intricately woven into the fabric of our business operations, presents us with the ongoing task of swiftly navigating and managing the complexities they entail. From domestic economic distinctions to international influences, such as the lingering aftermath of the Russian-Ukraine conflict and the Israel-Palestine tensions, our operations are deeply intertwined with a multitude of external forces. These disruptions not only affect the availability of crucial raw materials but also resonate through our supply chains, impacting prices and consumer purchasing power, thereby reshaping market dynamics.

Amidst these challenges, we remain acutely aware of our responsibility towards both our stakeholders and the broader global community. We recognize the profound impact our operations can have on various fronts, including human rights and environmental sustainability. It is with this awareness that we have steadfastly integrated sustainable development principles into every surface of our operations, aligning with evolving stakeholder expectations.

Our journey towards sustainability is not merely a commitment but a continuous evolution, evident in our strategic realignments and operational initiatives over the past five years. Today, BJC stands as a beacon of leadership in the food and staples retailing industry, exemplifying our dedication to sustainable practices, and serving as **Your Trusted Partner for a Sustainable Better Living**.

Central to our sustainability efforts is the corporatewide sustainability strategy "B.J.C.", encompassing the three dimensions of sustainability: Better Living (Environment), Joint Success (Economic & Governance) and Caring for Communities (Social). This holistic approach guides our decision-making processes and ensures that we promptly adapt to emerging risks and capitalize on opportunities. Furthermore, we remain committed to our "1+5 strategy", designed to achieve Net Zero GHG Emissions by 2050. This ambitious goal underscores our dedication to combatting climate change and aligning with international climate initiatives.

Throughout 2023, we made significant steps towards these targets, spearheading projects such as the "Big Tree Planting Project by BJC", which we planted over 20,000 trees across 100 Rai (40 Acres). Additionally, initiatives aimed at reducing GHG emissions, non-renewable energy consumption, water usage, food waste, and packaging weight were implemented across our supply chain, marking the first phase of our journey towards Net Zero emissions.

I extend my sincere gratitude to all our stakeholders, from our dedicated employees to our valued business partners, for their unwavering commitment to our shared goals. Together, we will continue to uphold BJC's core values, drive sustainable practices, and forge a path towards a brighter, more sustainable future for all.



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Mr. Aswin Techajareonvikul

Chief Executive Officer and President
of Big C Supercenter Public Company Limited

Amidst the ever-evolving global economic, social, and environmental landscape, Berli Jucker Public Company Limited (BJC) encounters a countless of challenges and opportunities, both at home and abroad. The year 2023 marked a period of adaptation and strategic maneuvering for BJC, as we navigated through shifting market dynamics and stakeholder expectations, all while maintaining our steadfast commitment to operational excellence and sustainability.

In 2023, BJC encountered pivotal trends: **escalating operating expenses** driven by factors like international conflicts and volatile exchange rates, prompting us to implement measures such as closely monitoring markets, entering price lock agreements, and continuously identifying high-potential and alternative suppliers, with a focus on local options. Through rigorous sustainability supplier assessments, we aim to minimize risks within our supply chain and ensure that our sourcing practices align with our commitment to sustainability and responsible business practice.

Simultaneously, heightened **domestic and international competition** spurred us to develop private label products (such as We are Fresh, Happy Price and Besico), enhance store formats, and diversify product assortments to meet evolving customer needs. We also prioritized research and development to maintain product quality while managing expenses, expanded into new sales channels, and remained vigilant against cybersecurity risks during promotional campaigns and loyalty programs.

Furthermore, **sustainability and climate change** remained at the forefront of our agenda, with stakeholders increasingly demanding corporate responsibility for operational impacts. Embracing our '1+5 Strategy', we integrated sustainability considerations across all facets of our operations, leveraging risk assessments and key performance indicators to drive continuous improvement initiatives aimed at minimizing environmental footprint and enhancing social impact.

We are proud that our sustainability efforts have been recognized both domestically and internationally, with accolades such as our continued inclusion in the SET ESG Rating by the Stock Exchange of Thailand for the fourth consecutive year, our position as an industry leader (Top 1%) in the Dow Jones Sustainability Indices (DJSI) for the second consecutive year, and maintaining our esteemed position as a Member of DJSI by S&P Global in food & staples retailing industry for the third consecutive year (2021-2023). Moreover, BJC achieved a notable ranking adjustment from 'A' to 'AA' in food & staples retailing industry by Morgan Stanley Capital International (MSCI), marking the highest rating in the Asia region. Additionally, we proudly maintained our status as a constituent on both the FTSE4Good Emerging Index and the FTSE4Good ASEAN 5 Index for the third consecutive year, further reaffirming our unwavering commitment to sustainable practices and ethical governance.

As we move forward, BJC remains steadfast in our commitment to balancing business growth with sustainability, striving towards our long-term goal of achieving Net Zero GHG Emissions by 2050. We extend our heartfelt gratitude to all our stakeholders for their continued support and collaboration as we journey together towards a more sustainable future.

Sustainability Awards and Recognitions of 2023

Berli Jucker Public Company Limited
Food & Staples Retailing

Top 1%

**S&P Global Corporate Sustainability
Assessment (CSA) Score 2023**

S&P Global CSA Score 2023: 92/100

Score date: February 7, 2024

The S&P Global Corporate Sustainability Assessment (CSA) Score is the S&P Global ESG Score without the inclusion of any modelling approaches.

Position and scores are industry specific and reflect exclusion screening criteria.

Learn more at <https://www.spglobal.com/esg/csa/yearbook/methodology/>

S&P Global



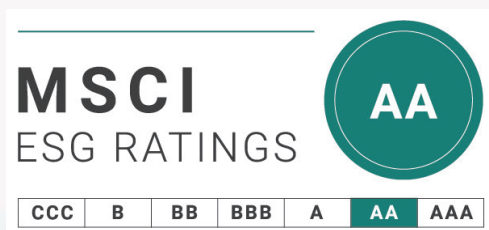
Berli Jucker Public Company Limited (BJC) was included in the Dow Jones Sustainability Indices (DJSI), in the Food and Staples Retailing Industry of the 2023 S&P Global Corporate Sustainability Assessment (CSA), with a score of 92/100, which positioned BJC as the Top 1% (leader) for the Food and Staple Retailing industry for the 2nd consecutive years. In addition, BJC is also included in the S&P Global Sustainability Yearbook (2024 edition) for the fourth consecutive years.



FTSE4Good

BJC retained its position as a member of the SET ESG Rating (previously known as THSI) by the Stock Exchange of Thailand (SET) for the fourth consecutive years since 2020, reflecting BJC's continued commitment to integrate sustainability throughout its operations.

BJC remains a constituent on both the FTSE4Good Emerging Market and the FTSE4Good ASEAN 5 indices for the third consecutive year.



BJC's MSCI ESG Ranking was adjusted to 'AA' from a 'A' ranking in the Retail-Food & Staples Industry by Morgan Stanley Capital International (MSCI Index), placing BJC within the top 30% within the industry.



BJC retained its position as one of the top 100 registered companies that have outstanding sustainability performance by Thaipat Institute.

BJC 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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 system to minimize human errors and reduce distribution cost

Operational Excellence & Financial Discipline

Smart Ecosystem

High Performance Culture

Corporate Culture

- W Winning Attitude**
Be passionate about goal accomplishment and commit to achieve at the highest with preparation for the best, worst and everything in between.
- I Insights for Customer**
Deep empathy to uncover the rich insights of customers and deliver tailored products & services.
- N Nurture Relationships**
Work with others both internal and external as business partners towards a win-win cooperation.
- N New Opportunity**
Demonstrate business intelligence by grasping the opportunity in the VUCA environment and translating into action and/or strategic execution.
- I Inclusion and Diversity**
Respect and treat people fairly based on their uniqueness while feeling a sense of group membership to maximize results and performance achievement.
- N Non Bureaucracy**
Rationalize and eliminate anything that block the ways of being fast and flexible to survive in a competitive environment.
- G Governance**
Do the best possible process for making and implementing ethical decision in a timely, appropriate and responsive manner.

Corporate Value

- C Customer at Heart**
 - Treat customers First, always
 - Go the extra mile to exceed their expectation
 - Provide best value & quality with efficiently outstanding service and speed
- D Drive Change**
 - Challenge the status quo with better solution and action
 - Focus on Life-long learning with **WINNING** Spirit
 - Move fast for maximizing business opportunities
- S Strive for Excellence**
 - Passionate and focus to do ordinary things for superior results with speed
 - Commit superior results with professionalism and integrity
 - No compromise on quality and services to deliver best values for customers
- H Happy Workplace**
 - Treat our people with fairness, trust and respect
 - Create climate for action through pleasant workplace and environment to unleash people potential
 - Empower and develop talented people to grow with the organization
 - Promote groupwide team spirit and collaboration to achieve shared goals

Organization Overview

Growing Sustainability Together Value Chain

Strong presence of BJC Big C in the region in multiple industries supported by strong distribution coverage and solid domestic logistic infrastructure which distributing products **to more than 225,000 outlets** across the region.

Thailand

Factories	12
Distribution centers	14
Retail stores	8,431
Trucks	1,609
MT&TT outlets coverage	111,024
Small retail distribution network	183

Laos

Retail stores	70
Distribution center	1
Trucks	5

Malaysia

Factories	2
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China

Representative office	1
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Vietnam

Factories	6
Distribution centers	8
Retail stores	1,243
Trucks	361
MT&TT outlets coverage	114,035

Cambodia

Factory	1
Retail stores	24

Myanmar

Representative office	1
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Hong Kong

MT outlets coverage ¹	25
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Note: ¹ 24 Big C Hong Kong and 1 Pop-up store



Sales Contribution from Supply Chains in 2023:



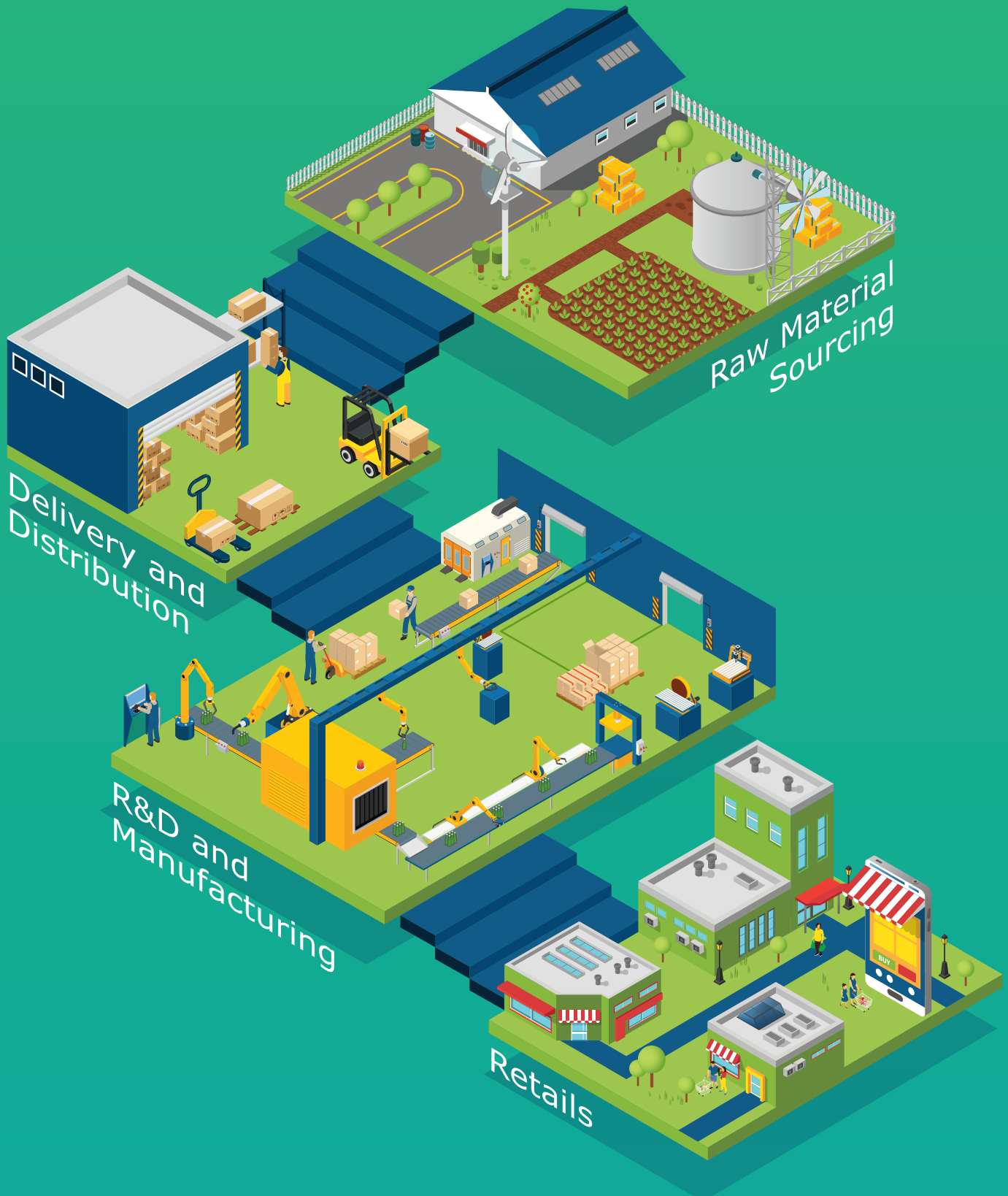
	Total	Thailand	Vietnam	Cambodia	Laos	Malaysia	China	Hong Kong
BJC & Sub	11,253	7,906	2,847	26	-	474	-	-
Big C & Sub	44,742	38,269	5,429	302	560	-	7	175
Grand Total	55,995	46,175	8,276	328	560	474	7	175

Berli Jucker Public Company Limited and its subsidiary group (hereafter “BJC”) continues to operate over the past 141 years, through its diverse portfolio, consisting of four core supply chains to meet the daily needs of all consumers. Under the **Packaging Supply Chain**, BJC excels at manufacturing superior packaging solutions including glass and aluminum cans to serve the beverage and medical industry providing a reliable and safe solution for over 70 years since 1951, while the **Consumer Supply Chain** has been a manufacturer of some of the most iconic Thai snacks and personal care products under the Tasto, Dozo, Cellox and Parrot brands, in addition to the provision of a reliable logistical services. Furthermore, BJC facilitates to meet customers daily needs through its **Modern Retail Supply Chain**, through the Big C brand, one of the most well-known food and staple retailer in Thailand and across the Cambodia-Laos-Myanmar-Vietnam (CLMV) region. Finally, the **Healthcare and Technical Supply Chain** has long served as an important importer and distributor of modernized medicine, medical supplies, and equipment’s across Thailand, such as the Pure brand, improving the quality of life for the nation, in addition to providing a world class engineering solution to the nation.

All the forementioned distinct operation is only possible under the leadership of the Thai Charoen Corporation Group (TCC Group), since 2016, allowing BJC to prosper and expand operations across eight countries, namely Thailand, Myanmar, Malaysia, China, Vietnam, Lao PDR, Cambodia and Hong Kong, contributing to BJC’s vision to be Your Trusted Partner for a Sustainable Better Living.

BJC Group's Value Chain

As one of the largest Food and Staples Retailing companies, with over 141 years of operations, BJC maintains its ambition to meet the needs and demands of all stakeholders through its value chain. The disclosed value chain is the only type of business relationships BJC has.



1 Customer/Stakeholder Support and Development

Actively maintain and foster a positive relationship with all customers and consumers, which ranges from both corporate consumers, i.e. Thai Beverage Limited, whom purchases glass and aluminum can packaging from TGI/TMG and TBC to package its beverage products. To end consumers such as everyday individuals at Big C, purchasing diverse products and services from all BJC's subsidiaries, both are attracted and retained through fostering good customer relationship management, monitored through satisfaction surveys, and grievance mechanisms, enabling BJC to ensure that all customers' and consumers' needs are met.

These mechanisms also provide BJC with valuable customer feedback, an opportunity to continuously improve products and service offerings to meet the new market demands. All customers' data are stored on a secure internal server, protected in accordance with applicable laws and regulations, which are only accessible by relevant individuals, safeguarding data cybersecurity.

2 Raw Material, Products and Services Selection from Farmers/SMEs, and Large-scale Entrepreneurs

Sourced & procure raw materials used in products /services from reliable suppliers. Integrate and educate relevant suppliers in accordance with BJC's internal policies to elevate capabilities, product quality, quantify and safety.



3 Delivery and Distribution

Deliver and distribute quality products and services nationwide through reliable logistical services.



4 Product Research & Development and Manufacturing

Research and development of products to serve consumer daily needs, promoting quality, safety, nutrition, manufactured sustainably.



5 Product and Services Retail

Retail of quality products and services certified with local and international certifications through various Big C formats and channels nationwide.



BJC continues to operate within the Food and Staple Retailing sector, maintaining its commitment to meet the daily needs and demands of all stakeholders through the value chain. The disclosed operations are the only type of business relationships BJC has.

BJC's centralized businesses is a collection of 4 core supply chains namely, Packaging, Consumer, Modern Retail, and Healthcare and Technical Supply chain, presented through the following channels.

Packaging Supply Chains

Refine sourced raw materials into quality packaging solutions, manufactured in compliance with stringent quality, safety and sustainable processes and procedures, in accordance with applicable domestic and international standards as governed by BJC's policies to serve consumer daily needs, promoting quality, safety, and nutrition.

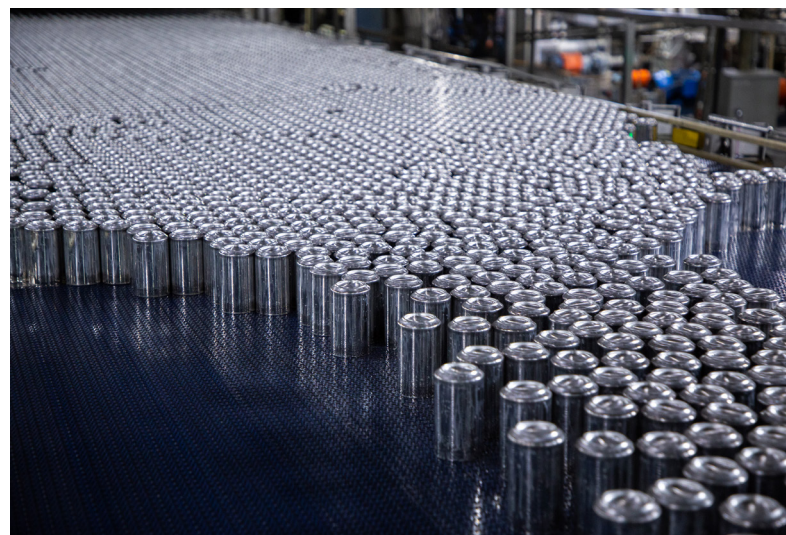


Glass Packaging Products

Manufactures glass packaging products and general management of glass products through the Thai Glass Industries Public company Limited (TGI) and Thai Malaya Glass company Limited (TMG) brands.

Aluminum Cans Packaging Products

Manufactures and distribution of both aluminum cans and lids, through Thai Beverage Can Ltd. (TBC), offers customers customized printing on products.



Consumer Supply Chains

Conduct in-depth product research through extensive in-house research facilities, accredited with many international standards, such as ISO 9001:2008, GMP, HACCP and HALAL to develop and manufactures high quality personal care, cosmetic and confectionery products to meet the daily needs of consumers, manufactured sustainably.

Modern Retail Supply Chains

Retail of high quality, safe and nutritious products, and services through the Big C brand, a one-stop shopping convenience through multiple store formats to fit the needs of all customer segments. striving to offer maximum satisfaction and value to all customers nationwide.

Big C

A large grocery and general merchandising retailer in Thailand, selling a variety of food and non-food products.



Asia Books

The largest English language bookseller in Thailand, in addition to selling books and magazines in Thai.

Healthcare and Technical Supply Chains

The healthcare supply chain provides a full healthcare related service, including the marketing, sales, and distribution of pharmaceutical products, healthcare products, medical imaging, medical equipment, and medical supplies nationwide to both government and private hospitals in addition to clinics. While the technical supply chain emphasized on improving technical competencies, to provide the latest and most innovative solutions in graphics, stationery, and specialty products.

Other

Under the mission to develop new business throughout the region, BJC worked through mergers and acquisitions and partnering with strategic alliances to integrate new businesses with current business.

	Stakeholders BJC's Value Chain				
	Sourcing Manufacturing	Delivery and Distribution	Operation	Sales of Products and Services	Customers
Farmers/SMEs, Large-Scale Entrepreneurs	✓			✓	✓
Customers and Consumers		✓	✓	✓	✓
Shareholders/Investors			✓	✓	✓
Employees	✓	✓	✓	✓	✓
Business Partners	✓			✓	✓
Suppliers/Vendors/ Subcontractors	✓	✓		✓	
Government/Regulators	✓	✓	✓	✓	✓
Community/Environment	✓	✓	✓	✓	✓
Media				✓	✓
Internal Committees	✓	✓	✓	✓	
Rental Property Owner/ Creditors			✓	✓	✓



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Changes to the Organization in 2023

Throughout 2023, BJC persisted in its pledge to adequately meet the needs and expectations of all relevant stakeholders, achieved through continued improvements as follow,

- BJC continued to expand its operations including: Modern Retail Supply Chain opening 5,552 new retail stores (Thailand: 2 Big C Supercenter hypermarkets, 2 Big C Foodplace supermarket, 3 Big C Food Services wholesale stores, 153 Big C mini, 4 Pure drugstores, 2 open-air markets, 11 Asia Books stores, and our Donjai partnership network increased by 5,350 Donjai stores during the year). Moreover, in line with its strategy to increase its footprint in the region Modern Retail Supply Chain made strong entrance into the Hong Kong retail market, where Big C HK (formerly AboutThai) had 25 stores (Including 1 pop-up stores) at the end of 2023.
- Continued to improve technology and innovation integration throughout the organization value chain, including efficiencies and digital capabilities, such as Modern Retail Supply Chain continuing developing its omnichannel and during the year integrated all Big C mini stores to Big C PLUS application, enabling customers to order products and get delivery within 1 hour. In other omnichannel developments Modern Retail Supply Chain expanded the sales channel available to Chinese customers to include TMALL GLOBAL, the largest marketplace platform in the Chinese consumer market, owned by Alibaba Group, and moreover to capture rising Chinese tourist inflow it launched WeChat Mini Program for inbound tourists, allowing for pre-purchase and convenient pick up at Big C Rajdamri store.
- As a part of its hub and spoke model, which enable us to be cost-efficient and supports our sustainability goals by minimizing greenhouse gas emissions from our transportation vehicles, Modern Retail Supply Chain opened new regional transport hub at Surat Thani province in the fourth quarter of the year, serving stores located in the Southern Thailand.
- Continued rapid expansion of the Donjai partnership model, which aims to support and provide opportunities for provides traditional trade store owners throughout the nation an opportunity to modernize their stores with professional and local spirit through cooperation with the Company. At the end of 2023, Donjai network reached 6,350 Donjai stores nationwide.

Corporate Governance

Board of Directors Commitment

Berli Jucker Public Company Limited (BJC) has longed embraced its position as a company which has developed and prospered in tandem with the Thai society, serving the daily needs of consumers over the past 141 years. This continues success is only achievable through a collection of a systematic Board of Directors (BOD), consisting of diverse individuals, with relevant industry knowledge, skills and working experience, committed to continuously incorporate and advocate the principles of good corporate governance, business ethics, transparency and sustainability through all operations, including the formulation of all corporate strategies and decision-making, whilst fostering all employees to actively comply with such commitment through the 'WINNING' corporate value, supporting BJC's high operating standards to promptly manage all internal, external and emerging risks and opportunities, to simultaneously regulate the expectations of all relevant stakeholders, whom has expressed increase prioritization for the effective management of sustainability related issues over the past year, affirming BJC's commitment to be **Your Trusted Partner for a Sustainable Better Living.**

The Board of Directors (BOD) of BJC is accountable to endorse good corporate governance and ethical standards throughout all operations, sanctioned through a robust notion that long-term operational success, are enforced through conducting ethical and transparent operations which has taken into considerations environment, social and governance (ESG) impacts, enabling BJC to effectively identify, mitigate, and manage any and all potential violations of corporate governance, including (but not limited to) corruption, frauds, and bribes, monitored through a comprehensive reporting channels, promoting BJC as a sustainable food & staple retailer for Thailand, whilst safeguarding corporate confidence and credibility amongst stakeholders. The BOD mutually strives to achieve the validated corporatewide objectives, enforced through active development and implementation of strategies, policies, procedures, objectives, mission, and company direction. All policies are reviewed and revised annually to modernized scope and coverage issues prioritized by societal changes, which are available in local operation languages, including Thai, English, and Vietnamese (if any). All personnels under BJC's control, from full-time employees, part-time

workers, contractors, maids, and security personnels are disciplined of such policies, safeguarding comprehensive understanding of BJC's high standards and expectations by all. Furthermore, BJC also actively encourages relevant suppliers and business partners to comply with policies and integrate such behaviors throughout all operations, in addition to developing their own internal policy.

Berli Jucker Public Company Limited Board of Directors Structure

BJC Board of Directors comprised of 15 directors, consisting of 8 independents, 2 executives, and 5 other non-executives. Each member is accountable for a distinct operation, allocated in accordance with their respective specific knowledge, expertise, and qualifications for the position in compliance with the Global Industry Classification Standard (GICS), in addition to Consumer Staples, enabling seamless business operations in response to corporate strategy and stakeholder demands.

Corporate Governance Performance 2023

Board of Directors Composition



Male
12 persons
80%

Female
3 persons
20%

Management Approach

The Board of Directors wholeheartedly acknowledges the continued changes to internal and external socioeconomical factors, representing significance risk and opportunities variables for BJC to consider, manage and balance in accordance with the principles of good corporate governance to meet the interests and expectations of relevant stakeholders. The Board of Directors continues to administered the management of such risks and opportunities throughout day-to-day operations to the Management Board, led by the Executive Vice Chairman, Mr. Aswin Techajareonvikul, in collaboration with eight other presidents, top executives, and senior management

from BJC's core supply chain operations, to oversee the overall business operations, formulate policies and working practices in accordance with the principles of good corporate governance, transparency, business ethics, sustainability and human rights. All developed policies are shaped to ensure that all BJC's operations are conducted in accordance with all applicable domestic and international laws, regulations and standard practices of each operating locations and countries, safeguarding BJCs against all potential violations.

In accordance with BJC's commitment towards good corporate governance and transparency, members of Management Board are impartially nominated and selected in compliance with the Charter of Nomination and Remuneration Committee. Prospective candidates are reviewed and approved by the Board of Directors, with a decree that the Chairman of the Board of Directors and the CEO and President must be independent from each other, to forbid any one individual to hold both positions and monopolize power within BJC. This assurance is further enforced through the appointment of Prof. Pirom Kamolratanakul, M.D., M.SC. as a Lead Independent Director (Independent Lead Director) for BJC Group, accountable to defend against conflict of interests between Mr. Charoen Sirivadhanabhakdi, the Chairman of the Board of Directors, who is the father of Mrs. Thapanee Techajareonvikul, the Chief Executive Officer & President of Berli Jucker Public Company Limited, and all relevant stakeholders, ensuring that the Board of Director's decisions remain unbiased and attain the maximum benefit for all relevant stakeholders. Additionally, as outlined within Article 17 of the Articles of Association of the Company, at least one-third of all directors shall resign annually at the Annual General Meeting of Shareholders. The nomination and remuneration committee are again accountable for identifying suitable individuals to replace resigned members. This is done by considering and nominating qualified persons, which can include retiring directors to the Board of Director for pre-approval. The final decision and selection will be completed within the shareholder's meeting.

To monitor the performance of the Board of Directors, both self-assessment and independent external party verifications are conducted annually, in accordance with assessment criteria of the Stock Exchange of Thailand (SET). On the other hand, the performance of the Management Boards is assessed against the following 3 core criteria.

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. Result Orientation
3. Roles and Responsibilities of the Board of Directors	3. Functional Work Process
4. Board of Director Development	

In 2023, following the self-assessment of the Board of Directors, and the performance assessment of the Management Board, BJC found that the performance of all BOD members is within the passing requirements, thus continued to encouraged all members to maintained their respective performances.

Sub-committees

Nomination and Remuneration Committee

In terms of nomination, the committee advises on the appropriate size and expertise of the board, considering factors such as business type and evolving needs. It also oversees the nomination process, ensuring that qualified individuals are selected based on criteria aligned with the company's strategy and diversity goals. This includes nominating individuals for key executive positions and developing succession plans. On the remuneration front, the committee sets criteria for director and executive compensation, including annual salaries and bonuses, while also ensuring alignment with company performance. Additionally, it evaluates and proposes terms for share incentives for directors and employees. The committee's responsibilities extend to preparing reports for board meetings, hiring external advisors when needed, and undertaking any other tasks assigned by the board. This is in line with the nomination policy, to be approval from the Board of Directors. The Nomination and Remuneration Committee hold at least 2 meetings per year, in 2023, the committee held a total of 3 meetings.

Executive Board

The Executive Board oversees the company's overall performance, cost control and investment budget. The Executive Board members comprise of seven members and the Executive Board hold at least 6 meetings per year, in 2023, the committee held a total of 6 meetings.

Sustainable Development Committee

The Sustainable Development Committee oversees the development of sustainable policies and guidelines, resources allocations, monitor performance, and reviewing relevant documents, related to sustainability, integrating sustainability throughout the entire organization. Climate issues are on the agenda. The Sustainable Development Committee hold at least 4 meetings per year, in 2023, the committee held a total of 4 meetings.

Audit Committee

The Audit Committee oversees compliance and managing risks which may cause potential damages to the company. The committee evaluates the company's performance such as finance, internal control, resource utilization, operating, information technology, and regularly compliance. The Audit Committee is required to hold at least 4 meeting per year with 1 additional meeting without Management members, in 2023, the committee held a total of 6 meetings.

Risk Management Committee

The Risk Management Committee oversees the enterprise-wide risks, including traditional risk, emerging risk and ESG related-risk, raise risk awareness across the company, ensuring the performance of all relevant facilities are in compliance with the corporate-wide risk management policy. The Risk Management Committee hold at least 4 meetings per year, in 2023, the committee held a total of 4 meetings.

The highest governance body within BJC, the Board of Directors, retains its prioritization towards sustainability, throughout the reporting year, recognizing the various positive influences and impacts sustainability presents to the company, including a key source of innovation which enables significant reduction of operational, to increasing efficiency and productivity throughout the value chain and amongst employees. While remaining vigilant towards the negative influences and impacts from a lack of sustainable action, such as potential laws and regulations violations, direct/indirect contributions towards long-term environmental and social implications including climate change and human rights, which will ultimately diminish customer positive perception towards the BJC. To safeguard against such negative implications, the Board of Directors assigned the Sustainable Development Committee (SDC) to supervise all sustainability related matters, including review and approval of all annual

information and data disclosed, prior to presentation to the Board of Directors for acknowledgement and publications. SDC members comprises of senior management such as independent directors with specific sustainability understanding and insights, providing intelligent perspectives to assist sustainability decisions.

Materiality Consolidation Process



Anti-Corruption Management

To maintain progress towards the corporatewide commitment to up hold the principles of good corporate governance, business ethics and transparency by BJC, controls and management of risks and opportunities, deriving from illegal activities and violations within internal operations including corruptions, frauds, theft, and bribery remains to be a standardized business-as-usual conduct within BJC. This is monitored and controlled through the active review and update of the corporatewide **Anti-corruption policy**, developed utilizing applicable policies, and the Thai Anti-corruption laws as a baseline, prior to customization to match BJC operational requirements and expectations. The policy is governed by the Group's Human Resource Department, and all Business Units, and designates that strict compliance with all criteria listed

within the policy must be conducted by all senior management, directors, and employees, depicting an all-inclusive direction of BJC's belief and best practices to comply, eliminating potential violations against good corporate governance and anti-corruption culture for all employees.

Beyond this, the Group's Human Resource Department and the Group's Legal Department are jointly accountable to oversee the assimilation and implementation of the policy through routine consolidation for future developments, this is enforced through essential information sharing and training for all employees, focused on new employees to safeguard mutual understanding of the policy as intended. Such communication practices also extend to all business partners and relevant stakeholders to promote awareness, strengthening BJC's admiration to create a culture of integrity, absent from all forms of frauds and corruption, enacting a successful and sustainable growth for the business.

Whistleblower Programs

This commitment is reinforced through the established corporatewide **whistleblower program**, installing a transparent communication channel for all employees. The program is proactively communicated to employees to uphold a reporting culture, to notify and report all suspect activities and behaviors, illegal activities, fraudulent activities, violations of the law, codes of conducts, rules and regulations, or discriminations, harassments or other unethical practices and violations to be investigated accordingly. The program includes an independent 24/7 reporting hotline, which are available in local language (including Thai, and English). All whistleblower is safeguarded in compliance with whistleblower protection measures stipulated within the Anti-corruption policy, allowing for anonymous reporting, which are treated confidentially, guarding the identify and safety of whistleblowers from all harm, further fostering a reporting channel.

→ **Reporting channels for
whistle - blowing protection**



Total Number of Substantiated Breach Against the Code of Conduct

Following the continued implementation of the whistleblower program throughout 2023, BJC was able to identified the following substantiated breaches against the Code of Conducts.

Reporting Areas	Total Number of Breaches in 2023
Substantiated corruption and/or bribery cases	128
Cases involving discrimination and/or harassments	0
Cases involving customer privacy data	0
Cases involving conflicts of interests	0
Cases involving money laundering and/or insider trading	0
Coverage	100%

Substantiated breach against the code of conduct identified in 2023 are categorized into three key types, consisting of theft (66.9%), embezzlement (29.9%), and frauds (3.1%), for a total of 128 cases. The 128 cases identified in 2023 represents a decrease of 6 cases (4.5%) from the 134 cases identified in FY2022. The decreased in identified substantiated breach against the code of conduct can attributed to the implementation of robust preventative, and identification of fraudulent behaviors throughout 2023 such as,

- Reinforcement of suspicious behavior identification and punishment training, for all branch managers, conducted through the Learning & Capabilities Development team.
- Additional information input criteria in the internal knowledge system, to increase the timely identification and review of employee activities to identify fraudulent activities and minimize loss. Additional information input criteria include, void, cancel, delete, return, member card, and money deposits.
- Additional internal fraud audit checklist for store visits, used by relevant departments such as Loss and Prevention (LP), operations, and HR. Results are also shared to other departments for awareness.
- Established knowledge sharing sessions of significant corruption cases to encourage awareness for all relevant departments in the weekly Store General Manager meetings, and the monthly LP Head meeting.
- Established campaign activities to foster whistleblowing and provide awareness posters to be posted in designated areas in all branches and headquarter.

In 2023, all corruption cases identified are investigated individually by the Loss and Prevention Department (LP) and reported to relevant departments for acknowledgement and comments, which are integrated into the development of relevant proactive and reactive measures to prevent future reoccurrence.

Furthermore, throughout 2023, BJC continue to offer various procedures to foster and train employees against violating the Code of Conduct, which has again proven successful, as at 31st December 2023, BJC do not have any legal actions pending or completed during the reporting period regarding anti-competitive behavior and violation of anti-trust and monopoly legislation in which the organization has been identified as a participant. Since 2018, the Fraud Case Management System (FCS) has been continuously consolidating data on fraud cases, serving as a centralized database for maintaining information on fraudulent and corrupt incidents. This system facilitates easy access to information for investigating incidents and evaluating offenders' backgrounds to identify potential candidates. Incidents are recorded individually before categorizing then into two types "Prosecuted," or "No legal action required." The number of reported cases remains equal to the number of fraudulent persons.

Anti-corruption free culture remains to be prioritized by BJC throughout the value chain, and relevant stakeholders, such as suppliers, emphasizing on critical suppliers. This is upheld through inclusion of anti-corruption commitment into supplier's agreements and annual supplier training (online and in-person) to uphold accurate understanding and compliance. BJC has appraised and trained 100% of all critical suppliers for their conformity and consent to the anti-corruption policy. In 2023, the assessment did not find any violations of the supplier code of conduct. Additionally, BJC maintain its aspiration for all suppliers to develop and comply with their respective anti-corruption policy, to further enforce a corruption free operation.

Communication of Incidents and Critical Concerns

Incidents are actively identified by the Loss and Prevention department (LP) through the centralized reporting system. These are then consolidated and regularly communicated monthly to Store's Safety Committee to be posted on posterboard to foster awareness, and reported to the BJC-Big C HO OSH&E committees. The monthly reports include the incident occurrence statistics, and other emergencies such as fire, floods, and crisis drill such as active shooter incident for stores.

The Crisis Management Support Team (CMST) regularly compiles monthly reports on accident and fire statistics, as well as monthly case studies. These reports are disseminated to Big C stores via email, enabling them to communicate pertinent information through means such as safety information boards and CMST line group. Additionally, CMST presents these reports at Occupational Health and Safety Committee meetings held at the BJC head office. In instances where incidents have a significant impact, a concise one-page summary is prepared for reporting to executives and management.

In 2023, BJC identified a total of 20 incidents with critical concerns, consisting of 14 environmental incidents, caused by natural disasters such as storms, flooding, and fires, and 6 social incidents, such as customer slipping, causing personal injuries. All incidents occurred are not the result of BJC's operations but are caused by natural disasters and/or customers accidents and have been appropriately managed and financially remediated to relevant parties, and thus did not result in any legal damage to the company.

Climate Strategy and Energy Management

GRI 3-3, 201-2, 302-1, 304-2, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7, 306-4

Key Goals and Objectives:

Key Indicators
To be Carbon Neutral by 2030
To be Net Zero GHG Emissions by 2050 covering scope 1 and 2

Exposure and Mitigation:

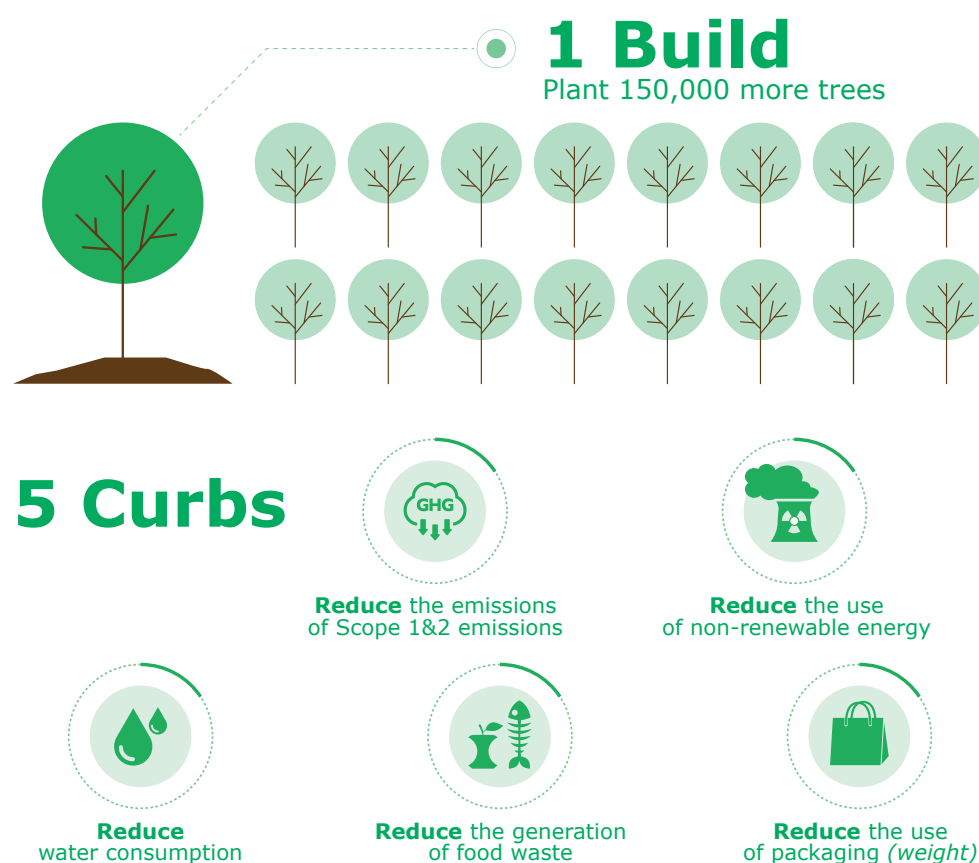
Following global mechanisms continue to pressure countries to adapt and comply to these impending changes, often enforced in the form of new laws and regulations, which are cascaded down to companies to integrate climate-related considerations into strategies, policies, and day-to-day operations, to mitigate against such risks, whilst taking advantage of potential opportunities.

BJC continued to acknowledge the importance of a robust climate strategy and energy management mechanism, from its awareness of the pervasive effects climate change related risks such as extreme weather events, unpredictable weather patterns, and biodiversity loss has on the overall operations, driven by poor energy management, which may increase operational cost, limited access to raw materials and valuable resources and risks of infrastructural and operational disruptions, to violating human rights to life of surrounding communities. In its pursue to be **your trusted partner for a sustainable better living** for all stakeholders, BJC aspires to lead by example for all to successfully integrate climate strategy and energy management into day-to-day operations and minimize the effects of climate change.

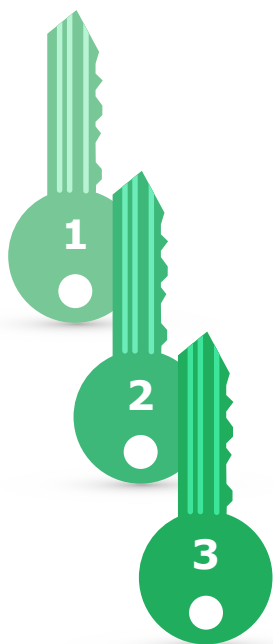
Management Approach

Throughout the reporting year, Prof. Pirom Kamolratanakul, M.D., M.SC. an independent director of the Board of Director, retain his position as the chair of the Sustainable Development Committee (SDC), accountable for overseeing the group’s climate-related strategies, relevant topics, such as Environmental Management & Biodiversity, Water related risks, and Climate Strategy including with GHG emissions. Such agendas are also included in the Board of Director meetings annually. To integrate sustainability related strategies identified by the SDC throughout all operations the

Sustainable Development Sub-committee (SDS) consisting of various business group, business unit heads and representatives, accountable for the identification, development, and implementation of corporate-wide climate change and energy management strategies, whilst ensuring that these strategies align with the requirements of both BJC operations, and applicable national and international climate-related standards, such as the Thailand National Determine Contributions (NDC), the United Nations Sustainable Development Goals (UNSDGs). Additionally, the policy assures that BJC discloses information in accordance with the guideline by the Task force on Climate-Related Financial Disclosure (TCFD), established by the Financial Stability Board (FSB), contributing to the achievement of the internal goal to be carbon neutral by 2030, and Net Zero Carbon emissions by 2050, in compliance with the Thai government commitment to comply with the goals set in the Paris Agreement from the COP21, in 2015, limiting the rise of global temperature within 1.5 degrees Celsius.



In 2023, the established 1+5 strategy set in 2022 will remain a key guiding principle for all operations to continuously identify, develop, and implement relevant projects to contribute towards the net zero goals. Such a sustainability culture is fostered through strict compliance with the corporatewide **Environmental Management Policy**, which is used to drive the following three key climate-related strategies, which are then translated into four key operational guidelines.



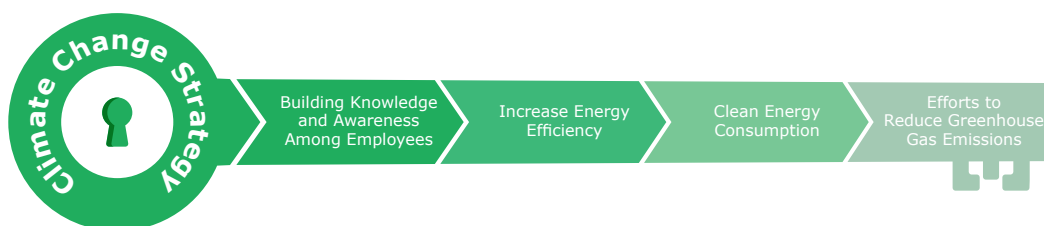
Three Key Climate-related Approach

Educate and Raise Awareness among employees about climate change: To increase internal employee knowledge and awareness about climate change, enabling a seamless integration into day-to-day decision and operations.

Conduct assessment to identify opportunities and risks to planned work, enabling appropriate address climate change, by integrating climate change risks into corporate risk assessment and management through BJC's central computer network: To enforce integration of climate-related risks and opportunities considerations into all aspects of business operations.

Prioritize BJC's energy consumption by increasing the proportion of clean energy to reduce greenhouse gas emissions: To transition towards clean energy, enabling the reduction of harmful greenhouse gas emissions.

Four Key Operational Guidelines



Climate Strategy Risk and Opportunity Identification and Assessment

In disclosing its climate-related Governance, Strategy, Risk Management, and Metrics and Targets, BJC adhere to the framework to responsible business conducts which integrates climate change considerations throughout its value chain. Such approach is in alignment with the framework by the Task Force on Climate-related Financial Disclosures (TCFD), enabling the standardized identification of the most appropriate climate-related financial risks assessment and opportunities for each supply chain, to develop the most appropriate mitigation approach to manage current and emerging physical and transitional risks accordingly, which also extends to appropriately communicating to relevant stakeholders.

In 2023, BJC reassessed its climate-financial risk assessment, based on four core supply chain, Packaging, Consumer, Modern Retail and Healthcare and Technical Supply Chain. The assessment was able to identify risks and opportunities throughout the supply chain, which are influenced by climate change, in addition to the identification of appropriate mitigation measures. See the Climate Change Management Report for the Year 2023 on the company website.



Assessment results remains to be an important source of information, used by relevant management of each supply chain to develop, and install suitable climate change strategies for all businesses, elevating the awareness of all employees in regards to the important of the policy, risk assessment and impacts on internal and external factors.

All implemented initiatives are regularly monitored and assessed to meet the expected performance, in conjunction with industrial norms and best practices. Additionally, disclosed performances are verified by external third party to assure data accuracy.

Lastly, climate change strategies are developed into the corporatewide roadmap 'Highway to Net Zero', to enforce the climate strategy throughout the value chain. The roadmap represents BJC's commitment and dedication to the global climate resolution and is a guideline to the successful development of emission reduction initiatives for all operations. All implemented initiatives can be categorized into the following three categories.



**Sustainable
Supply Chain**



**Sustainable
Operations**



**Sustainable
Transportation**

Climate Strategy Initiatives

Sustainability Expo 2023

The Sustainability Expo (SX), hosted by Thai Beverage PLC, is one of ASEAN's largest sustainability events, organized at the prestigious Queen Sirikit National Convention Center in Bangkok, Thailand. The event sees a gathering of like-minded companies to showcase their respective sustainability commitments, implemented initiatives, and updates of performances. In 2023, BJC again participated in the SX2023 event, under the theme 'Highway to Net Zero', where it once again showcases its commitment towards the established Net Zero GHG emissions by 2050.

The event was held between the 2-8 October 2023, seeing over 100 speakers from 50 organizations and a network of over 200 sustainability partners to share knowledge, best practices, and expectations to a better world. For the duration of the event, BJC engaged with its stakeholders, as a channel to include relevant stakeholders in its decision-making process when identifying the best solution to mitigate and/or remediate its material sustainability issues its operations positively and negatively contributed.



BJC Glass received the Business Partner of the Year 2023 Award and Business Partner Award 2023 (Platinum Award).

Sustainability Day #2 2023

The annual sustainability day #2 was held on September 13, 2023 at BJC House, the headquarter of BJC Big C. The event was attended by members of the Board of Directors, the Chief Executive Officer and President of BJC Group, Mr. Aswin Techajareonvikul, Mr. Tevin Vongvanich along with other top senior executives and representatives of each supply chains and business units, and serves as a channel for representative of each supply chain to present, share, and discuss climate-related knowledge and implemented initiatives for the reporting year.



Science-based Target Setting

BJC acknowledges that to positively contribute towards the global climate change goals, set forth in the COP21 meeting, its climate change targets must be developed in alignment with the science-based targets initiatives framework (SBTi). Despite not officially committing to SBTi, BJC's targets were developed in alignment with SBTi, ensuring that set targets will contribute towards the global goals. Additionally, Thai Beverage Can Limited (TBC), as a member of the Thailand Carbon Neutral Network (TCNN), continuously aims to reduce its scope 1, 2 and 3 GHG by 37.8% by 2030, from its 2021 base year, which was developed in alignment with science-based target initiatives (SBTi).

Renewable Energy Transition

BJC continues to acknowledge the continuous transition of fuels towards renewable energy. To foster this transition throughout the organization, BJC continues to install new charging stations for electric vehicles (EVs).

- BJC collaborated with ESPRO to install EV charging stations at its head office, supporting employees with EV cars to charge.
- On 9th June 2023, BJC Glass initiated the use of 27 Forklifts using purely electric power across its operations, including Group Logistics, warehouse, and PMC, replacing the use of traditional LPG forklifts, minimizing energy consumptions and GHG emissions from its operations. In addition, BJC Glass also continued to develop and increase its SolarRooftop project, which aims to increase the use and installations of solar panels across its operations.

BJC Group Innovation K. Surasak Wannaparhun, VP - Quality & Innovation participated in the 44th edition of ASEAN Innovation Business Platform (AIBP) Conference & Exhibition 2023, as a speaker for the topic of Industry 4.0 for Sustainability, discussing the evolution of industries to meet the new and rapidly evolving business environment, by technology, such as Internet of Things (IOT), Automation, Machine Learning (ML) and Artificial Intelligence (AI).



Climate Conscious Raw Materials

Striving to contribute to the BJC 1+5 strategy, TBC continuously seeks initiatives which will assist in the reduction of GHG emissions from its operations. In 2023, TBC collaborates with its Aluminum UACJ suppliers to encourage the increase utilization of recyclables in the production of Aluminum coils, enabling the reduction of Scope 3 GHG emissions by 20,079 tonCO₂eq.

Energy Management Initiatives

The interconnected nature between climate change and energy has longed been observed by BJC, acknowledging that effective energy management will allow BJC to minimize its negative contributions towards climate change, while benefiting from various new opportunities should it succeed in the management of energy. For this reason, BJC has integrated both climate change and energy criteria into its long-term 1+5 Strategy, established to drive BJC towards becoming a Net Zero GHG Emissions by the year 2050, in conjunction with the contribution towards the Thailand Alternative Energy Development Plan 2018-2037. Following the operational guidelines and expectations outlined within the corporate-wide **Environmental Management Policy**, BJC continues to identify, develop, and implement, effective initiatives which assists in monitoring and improving operational energy utilization throughout the value chain.

Pelletized Batch

Implemented since 2017, the Pelletized Batch aims to remediate Greenhouse Gas Emissions, derived from the highly energy-intensive glass manufacturing process from Thai Glass Industries (TGI) and Thai Malaya Glass (TMG) operations. By way of replacing critical raw materials in its raw forms, which are used in glass manufacturing process, such as silica sand and other unprocessed ingredients, with preprocessed and compressed raw materials into pellets.

Due to the preprocessing of the pellets, this resulted in a significantly lower melting point in comparison to its unprocessed equivalent, significantly lowering energy consumption, intensity, and ultimately GHG emissions. The process was developed and tested in collaboration with world-class laboratory, verifying the pelletized batch validity to reduce GHG emissions by up to 4.98% from the original production methods. In 2023, both operations continued to increase the ratio of recycled glass cullet, further reducing energy consumptions.



C3leng Application



To continue its support for the progressive transition of a circular economy, both Thai Glass Industries (TGI), and Thai Malaya Glass (TMG), continued to use recycled glass cullet collected from surrounding communities. Throughout the reporting year, the 'C3leng application' remains to be the primary channel both operations used to collect recyclables. The real-time and automated online systems allow BJC to develop long-term strategic relationships with recycle material collectors or 'Saleng', to collect glass and other recyclable wastes from surrounding areas, to supply to TGI and TMG for processing into high quality and safe glass bottles.

The integration of recycled glass cullet as raw materials can reduce the energy intensity of glass manufacturing processes, as recycled cullet has a lower melting point in compared to its raw silica sand forms. In 2023, both TGI and TMG, collected a total of 709,743 tons of recycled glass cullet, equivalent to 61% of all raw materials used in all productions. Additionally, this project reduced a total of 685 tons carbon, compared to utilization of raw unprocessed materials.

Solar Rooftop

Longed before the pledge to increase the utilization of renewable fuels was a global topic of discussion in the 2023 COP28 meeting, in the United Arab Emirates, BJC has continuously been identifying operations where it can transition from traditional fuels sources, to the use of renewables.



A prime example of this can be seen in Berli Jucker Food Ltd. (BJF), where it installed solar rooftop at its Chiang Rai warehouse, which can generate an estimate 267,796 kWh per year, equivalent to 26% of all energy consumptions. The solar cells are used to generate energy, needed to power the temperature-controlled rooms, used to store potatoes, a core raw ingredient in BJF's operations, ensuring the BJF has access to the important resources all year round.

Until 2023, the collective utilization of solar energy through solar roofs had led to a reduction of 3,402.18 tons of CO₂e compared to the electricity consumption before the installation of solar roofs.

The solar rooftop is one of the initiatives BJC identified, through its strict compliance with the Environmental Management Policy, where it regularly reviews operations with high energy consumption and identify action plans to transition towards the use of renewable energy fuels such as solar.

Manufacturing Operations

Key manufacturing-oriented operations with energy intensive processes remains to be a substantial sources of energy consumption and thus, GHG emissions within BJC operations. Driven by its aspiration to be Net Zero GHG Emissions by 2050, all manufacturing-oriented operations continued to hold GHG emissions reductions as part of its corporate-wide Key Performance Indicators (KPI) to reduce both scope 1 and 2 emissions per ton of productions.

Performance data continued to be collected through the centralized Environmental, Health, and Safety (EHS) data collection template to consolidate all energy, water, emissions, and waste consumption, utilization, and generation data for the reporting year.

Relevant business units continue to rely on, and use collected data to identify improvement opportunities throughout the value chain, compared performance against relevant peers and increase resource efficiency opportunities.

Carbon Emission Control & Energy Saving Initiatives

All GHG emissions throughout BJC's value chain are closely monitored with emphasis on operations with on-site chimneys, such as the ones at Berli Jucker Cellox (CPC), where emitted air quality is tested in compliance with guidelines from the Announcement of the Ministry of Industry on Determine the number of contaminants in the exhaust air from the factory dates December 4, 2006. Through the reporting year, the assessment was conducted on all operations with on-site chimneys which found that the air quality emitted from on-site chimneys are within the scope, required by law.

Effective Energy Management through Process Improvements & Initiatives

Following the mutual understanding, acknowledgement, and commitment by all business units under the control of BJC Group to strictly complies with the corporatwide **Environmental Management Policy**, to continuously improve energy management and maximize efficiencies to minimize negative contributions towards climate change, all business units continue to actively identify, develop, and implement new opportunities which improves energy consumptions.

Rubia Industries (RIL)

Resulting from an analysis of its facilities, Rubia Industries (RIL) identified that its boilers, used in manufacturing processes are underutilized, consuming excess LPGs. To remediate this, RIL installed New 'Once Through' Boilers, which are modernized boilers, smaller in size, but has a higher heat converting capabilities at an estimate 98%. The new boilers were installed to replace the old boilers, which has been in used for the past 29 years. Since its installation in 2022, the new boiler saved a total of 152,316 kg LPG per year, equivalent to a total cost saving of 3,408,831 baht per year. This presents a reduction of 454 tCO₂e Scope 1 Emissions per year.

In addition to the new boilers, RIL implemented various initiatives, including the installation of a new high-capacity motors (IE3) Duplex Plodder and a timer relay for the shrink-wrapping machine. They also reduced the pressure of the steam and air compressor system for soap and cosmetics products. These implemented initiatives resulted in a combined energy saving of 56,021 kWh, and a 68,654 kg LPG per year, equivalent to a total cost saving of 1,792,153 baht per year.



Berli Jucker Cellox (CPC)

The Automated Storage and Retrieval System (ASRS) implemented in 2021, continues to be an important system used by CPC to reduce manpower, increase Finished Goods (FG) stock accuracy, reduce accidents from manual operators, reduce charger battery from folk lifts. The ASRS increased CPC's efficiency by 99% since its introduction.

Beyond the ASRS system, CPC also installed the following initiatives in the year 2023, to reduce its energy consumptions and/or increase energy efficiencies. The Vacuum Blower-Motor, Steam trap PM4, and Solar LED Floodlight. All of which reduced energy consumption by 30%.



Thai Beverage Can (TBC)

Seeking to improve its energy utilization throughout the value chain, TBC initiated the renew energy at site process. This was cascaded into various energy efficiencies and conservation projects such as Oven Balancing, Optimization of new factor operation points, which conserves Natural gas utilization and consumption, to the machinery efficiency in line control, motor up to IE3 and Air comp system, conserving the operation's electricity consumptions.

Transportation and Logistics

The collaboration between Big C and DHL in transitioning from diesel trucks to Electric Vehicles (EV) remains to be a critical initiative as BJC transitioned to increase the utilization of renewable energy. The launched EV trucks, continued to be used to transport products from Big C distribution centers to Big C branches across Bangkok. Each EV trucks are controlled by the DHL Connected Control Tower, which are equipped with the latest logistics technology, developed by DHL including Paragon route optimization system, Transport Management system, Telematics and My-Supplychain digital Platform, maximizing logistical efficiency, for an on-time delivery which minimizes negative impacts to surrounding societies and the environment.



The launch of the Electric Vehicle trucks complements the existing utilization of the Transportation Management System (TMS) which increases the efficiency logistical services through the identification of the most optimal route, minimizing wasted energy. The utilization of the EV trucks resulted in an estimate reduction of 30-40 tons CO₂eq. per vehicle per year, when compared with two fossil fueled trucks, used in the past. Moreover, a plan has been initiated to switch from Euro 3 engine to Euro 5 engine in 2024, which will release less particulate matter (PM) and nitrogen oxides (NO_x).

Operations beyond Big C which are utilizing EV trucks is Thai Beverage Can (TBC), whom collaborates with Thai Beverage Logistics, to evaluation and assessment of EV truck applicability to its operations in 2022. In 2023 the feasibility of EV trucks remains to be under observation, as various factors remain unattractive in its implementation, such as the limited infrastructures available throughout Bangkok and Thailand to support sure transition. For the time being, TBC continues to identify other initiatives to increase operational efficiencies of its trucks, such as backhauling.

Solar Roof Power Purchase Agreement (PPA)

The Big C Solar Roof Power Purchase Agreement (PPA) Project remains to be a flagship project in BJC's transition towards its long-term net zero by 2050 target. Following the complete installation of phases 1-4 across 45 Big C branches, generating a total of 52,343 MWh per year, savings a total of 58.95 million baht per year, whilst reducing GHG by 31,333 tons per year. In 2023, the project finalized its phase 5, installing solar roof across 58 Big C branches, generating a total of 54,531,938 kWh per year, representing a saving total of 76,898,561 million baht.



Environmental Management

GRI 3-3, 301-1, 301-2, 301-3, 302-1, 303-1, 303-2, 304-1, 304-2, 304-3, 304-4, 306-1, 306-2, 306-4, 307-1, 308-1, 308-2, 203-1, 203-2

Exposure and Mitigation

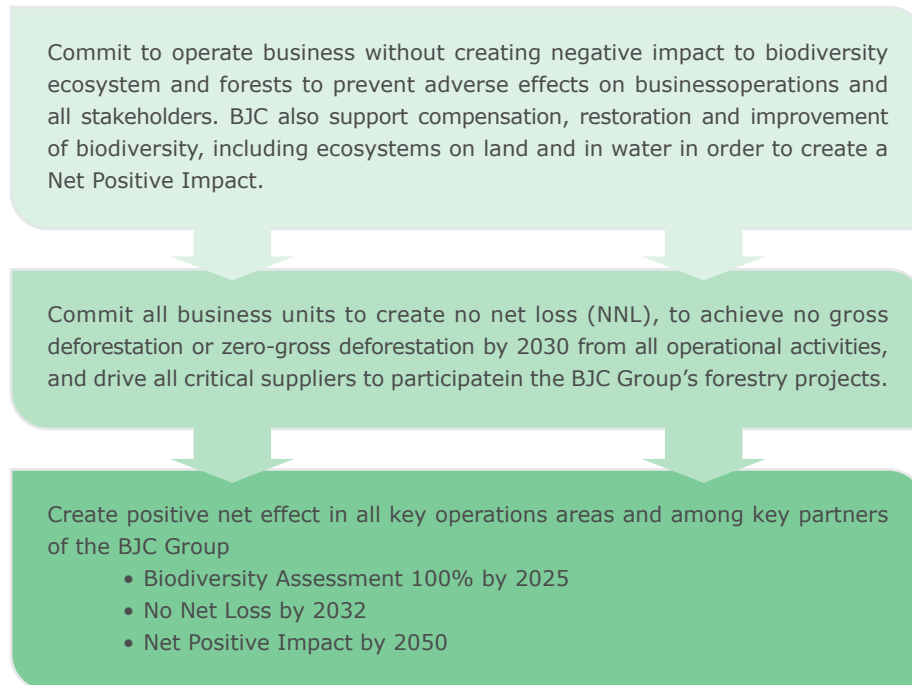
The exacerbation of climate change and human activities has damaged the ecosystem, the impact of which is an important influence on BJC's operations. This is because BJC recognizes its direct and indirect contributions to the issue through its day-to-day operations and through its relationship with various stakeholders throughout the supply chain, and feared the consequences of non-compliances, which are governed by applicable laws, regulations, and standards. Additionally, BJC recognizes the value of a harmonious operating system, which balance between corporate financial benefits with environmental and social once. Such operations safeguards the survival of all parties, whilst enabling BJC to continue its activities, involving the farming, harvesting, and sourcing of critical raw materials, used in the production of goods and services, in conjunction with promoting sustainable business growth, and protecting against potential human rights violations of a clean, healthy, and sustainable environment, which may be arises from both chronic and acute climate-related risks.

Subsequent to this awareness, BJC maintain its ambition to uphold effective environmental management, which includes the competent management of waste, (both packaging and food waste), water, and biodiversity. These are translated into the continues identification, development, and implementation of diverse policies and guidelines, to applicable prevention and remediation initiatives. Implemented policies and initiatives also contributes towards the corporatewide long-term 1+5 strategy minimizing negative environmental and social impacts from day-to-day operations and activities.

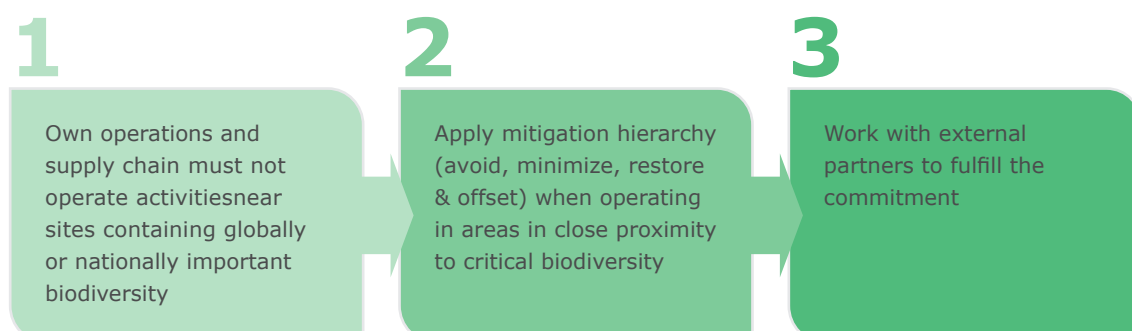
Additionally, as a consequent of adverse environmental impacts of various stakeholders, BJC actively engages with relevant stakeholder groups to gather valuable inputs, such as opinions and suggestions during such engagements, which are integrated into strategic development to prevent and remediate potential impacts.

Environmental Management & Biodiversity Commitment

BJC Biodiversity Commitment



The corporatewide **BJC Biodiversity Road Map**, provides a wholistic picture of BJC's commitment towards the management of biodiversity throughout the value chain, committing to achieve a balance between business activities and environmental wellbeing, striving to minimize negative biodiversity impacts. On the other hand, the **Biodiversity and Deforestation Policy**, which is governed by the Sustainable Development Committee (SDC) enforces this biodiversity commitment to operations under BJC's management, fostering the integration of biodiversity considerations on all value chain to create a net positive biodiversity impact through setting diverse targets and initiatives to minimize negative consequences on biodiversity. Additionally, the policy is reviewed regularly, and undated to ensure compliance with the progressive environmental needs, yet maintain its clear commitment of BJC Group to integrates the following biodiversity related considerations into all operations and decision-making.



Biodiversity Exposure & Assessment

To efficiently minimize biodiversity implications throughout the value chain, BJC Group remains active in conducting biodiversity risk and opportunity assessment on each operating sites. The assessments questionnaires conducted was developed in accordance with the criteria of the Business & Biodiversity check from the Biodiversity-Based Economy Development Office (BEDO) Thailand. Through such compliance, BJC can assess both BJC Group's own and critical supplier's operations, under 9 key criteria's, in addition to evaluating biodiversity risk and analysis of geographical locations and environmental conditions, to assess the risks and impacts each project may present to surrounding biodiversity, allowing for an accurate development of biodiversity initiatives.



BJC Biodiversity Assessment Criteria

1. Strategy/Organizational Management
2. Relevant Stakeholders
3. Land, Building and Locations
4. Procurement Practices
5. Product Development and Production
6. Transportation and Warehousing
7. Product and Services
8. Sales and Marketing
9. Human Resources

After the annual biodiversity assessment, BJC publicly reports all complied guideline, process, and results of biodiversity management in the **Biodiversity Management Report** for all interested stakeholders, fostering transparency. In 2023, the assessment found that BJC's current operations locations and those of critical suppliers are not operating on or nearby biodiversity protected areas and no operational activities are creating direct and/or indirect negative biodiversity impacts. In upholding a biodiversity conscious culture throughout the supply chain, BJC implements two key management plans Surveillance, and Rehabilitation.

Surveillance Plan

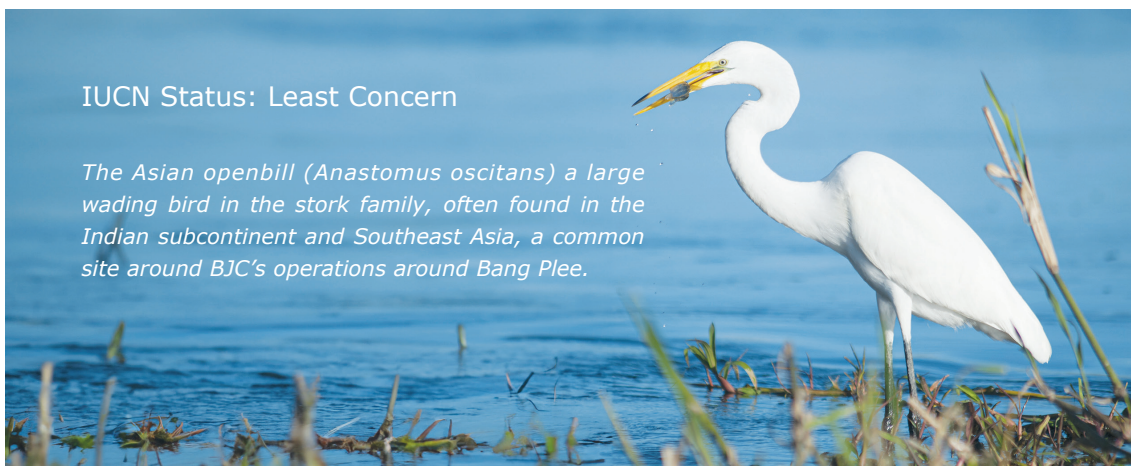
All business units and respective critical suppliers must monitor and ensure that all current operational activities remain efficient and effective regarding the impact created to biodiversity. Moreover, they must keep updated with the current nationwide and global biodiversity issues, and promptly adjust business operations accordingly.

Rehabilitation Plan

In addition to avoiding the creation of negative biodiversity impacts, BJC encourages all business units and their critical suppliers to conserve and strengthen biodiversity surrounding their operations. These are expected to be executed throughout the year.

IUCN Status: Least Concern

The Asian openbill (Anastomus oscitans) a large wading bird in the stork family, often found in the Indian subcontinent and Southeast Asia, a common site around BJC's operations around Bang Plee.



Biodiversity Initiatives

No Deforestation Commitment

BJC remains unwavering in its commitment to contribute towards the restoration of forests, evident from the integration of reforestation as a key criterion of the long-term 1+5 strategy. As part of the **Biodiversity and Deforestation Policy**, BJC is committed to,

1. Strive to end all deforestation (no gross deforestation)
2. Strive to compensate with future reforestation (no net deforestation)
3. Strive to conduct risk assessment on deforestation and provide appropriate risk management

Berli Jucker Cellox (CPC)

Throughout 2023, CPC continues to identify and implement initiatives under the CSR-DIW 2023 & GI5 Programs, aiming to restore biodiversity of local waterways and rivers for the benefit of communities, surrounding the Prachin Buri province.

Continuing its aspiration to safeguard local's access to natural resources, on April 3, 2023, CPC continued its "Fish species Reintroduction" project for the second consecutive years, reintroducing a total of 140,000 fish, consisting of Smallscale mud Carp, Jullien'd golden Carp, and Nile Tilapia into Prachin Buri rivers.



Jullien Golden Carp

IUCN Status: Critically Endangered



Small Scaled Mud Carp

IUCN Status: Vulnerable



Nile tilapia

IUCN Status: Least Concern



Java Bard

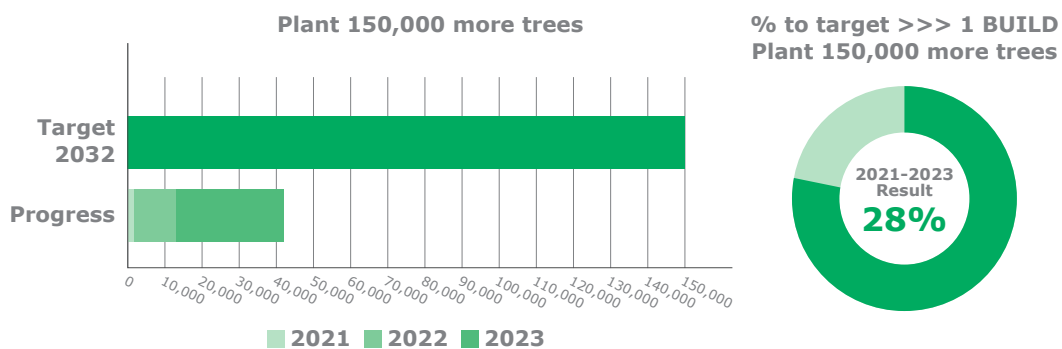
IUCN Status: Least Concern

On the June 2, 2023, Berli Jucker Foods (BJF), initiated a similar initiative "Fish Releasing Project", seeing the release of 20,000 Java Barb fish into local rivers in the Samut Prakan province, supporting the biodiversity of the river, which is used by local communities as a key source of food and water, in addition to an important rest stop for migratory birds.

Reforestation Activities

Since the announcement of the corporatwide 1+5 strategy target, all business operations under BJC Group have gradually been implementing reforestation projects throughout the reporting year. As of December 2023, the following business operations has contributed in the reforestation of forests nationwide, Big C Supercenter, CPC, TMG, TGI, TBC, BJC, RIL, BJL, TSS, and BJC Corporate, for a collective reforestation of 42,848 trees, planted across 250 rai (40 hectare), equivalent to 28% of the 150,000 trees target.

1 BUILD Plant 150,000 more trees



Waste and Packaging Management

Throughout the reporting year, BJC remains to be a contributor to the global issue of waste, due to BJC's large operation proportion within the consumer, and modern retail industries, generating food loss and waste, and packaging wastes throughout the value chain. Food loss and waste continue to be generated as BJC continue to enforce stringent product safety and quality requirements, specifying products characteristics such as shape, size, coloration, and feel to supply all customers with the highest product quality available. On the other hand, packaging wastes continue to be generated as modern customers solidified their new behavior and approach used to interact with companies, becoming accustomed and demands conveniences, yet remained vigilant to product safety and quality, often using packaging as an indicator.

Waste management continues to be a key driving force for BJC, evident from the integration of waste management targets, including food waste and packaging waste as two out of the five key criteria to 'curb' under the 1+5 strategy. Doing so enforces BJC to continuously identify, develop, and implement, applicable waste management projects to minimize waste, whilst improving the efficiencies of waste management, maintaining BJC's contribution to the Thailand 4.0 policy, adopting a Bio-Circular-Green Economy Model, and the Thailand roadmap on plastic waste management for the year 2018-2030.



The Sustainability and Risk management Department continues to be accountable for the development, and update of the corporatwide **Environmental Management Policy**, which are adopted and enforced by the safety, health, and environment (SHE) team at each facility, monitoring compliance with applicable laws, regulations, and standards, including ISO 14001 and international best practices. The 7R's principles remains to be a key waste management approach used, in addition to the enforcement as a criterion within the employee's Key Performance Indicator (KPI), which includes management of plastic, paper, and food waste.

Waste Management Control

The **Group Internal Audit Division**, and **ISO Certified Body Representative** hold the responsibility to closely monitor waste within BJC's operations, and its potential implications on surrounding communities and environment conducted.

- **Group Internal Audit Division**

Appraising all operations which are not accredited with ISO, which accounts for the BJC head office and all office-based operations, the independent group internal audits division appraisal protects and ensures that operational waste management are in alignment with ISO requirements.

- **ISO Certified Body Representatives**

On the other hand, manufacturing-oriented operations, which are already accredited with standards such as the ISO 14001:2015 are reappraised by ISO body representatives on an annual bases to monitor accurate compliance with requirements. Following the reassessments, results are reported to all relevant business unit heads and head of operations, to examine changes in performance and develop and implement improvement opportunities accordingly. Should the appraisal identify any important issues, such as a formal violation of applicable laws, regulations, and standards, or a formal complaint from surrounding communities within the reporting year, the case will be elevated and presented to the Management Board and the Audit Committee, as appropriate for evaluation and processed in accordance with inputs of the committee. Throughout the reporting year, the appraisal identified that BJC did not receive any formal complaints in regards to waste management violations.





Waste Reduction Training

To foster the corporatewide waste management objectives, BJC Big C regularly conducts training for all applicable employees to share knowledges about appropriate waste management practices. These waste management practices are regularly shared through the corporatewide E-news emails, which updating employees on appropriate waste management, waste type identification for accurate separation, and management opportunities of waste. This resulted in the improved accuracy of waste separation by BJC Big C employees, for recirculation and recycling management.

Circular Economy Management Approach

All relevant operations under the management of BJC adhere to the Bio-Circular-Green Economic Model (BCG) and Circular Economy waste management as part of a centralized approach. This strategy aims to promote the regeneration of natural resources by circulating products and materials. Various business units have adopted this approach to meet their operational needs. For example, Thai Beverage Can Limited (TBC), Thai Glass Industries (TGI), and Thai Malaya Glass (TMG) have committed to Zero Waste to Landfill. Additionally, Rubia Industries Ltd. (RIL) has developed the RIL Go Green commitment to support the BCG approach. Furthermore, TGI has obtained the Circular Economy Management System (CEMS) certification from SGS.

Berli Jucker Cellox (CPC)

Paper-based waste generated from production processes continued to be collected and recycled at CPC. These are processes into recycled paper fiber pulps for new product production, enabling the circulation of resources, while minimizing waste generation. In 2023, CPC collected and recycled over 2,500 tons of paper-based waste, which used as raw material in production process.

Tissue Cellox Exchange Project by CPC

A flagship waste management initiative by CPC, Tissue Cellox Exchange Project (Separate, Exchange for Cellox Tissue) continues to be implemented for the 7th consecutive years since 2016, continuing to conduct knowledge sharing to families and the greater communities surrounding CPC's Bang Plee and Prachinburi operations. Knowledge about proper waste separation, emphasizing on paper-oriented wastes were taught to communities to foster and encourage the appropriate separation of waste to be recycled and exchange of paper-based waste for CPC's high quality tissue products.

Communities can exchange 1 kg of paper-based recyclables for 2 tissue rolls, valued at 15 baht. The project continues to be positively received by community members, as they get to contribute to the cleanup of their communities, reduce financial expenses from purchasing of commodities and learn about appropriate waste separations.

Throughout 2023, both operating sites collected and recycled a total of 60,958 kg (60.96 tons) of paper-based recyclables, equivalent to a total of 76,229 baht waste management expenses reduction per year. This is a 1,560 kilograms increase from the 59,398 kilograms (59.40 tons), equivalent to a total of 71,278 baht saved.



Zero Waste to Landfill

Beyond the "Tissue Cellox Exchange Project" another initiative which CPC continues to implement annually is the 'Zero Landfill from Sludge' project, which is conducted in collaboration with external experts to manage sludge generated from the on-site water treatment ponds.

These sludges are processed into high quality soil conditioner, which are used for composing. Through project implementation, CPC discovered that sludge stabilization ensures the feasibility of sustainable water treatment. This is because the majority of the components in raw sludge that could potentially interact negatively with the environment and water bodies are effectively removed. In a controlled environment, toxic emissions are typically managed.

Thai Glass Industries (TGI) and Thai Malaya Glass (TMG)

Comparable to the approach used by CPC, under the zero waste to landfill commitment, both TGI and TMG continues to implement various waste management initiatives, such as the use of recycled glass, known as 'cullet' in the production of new glass bottles. These are collected from cullet generated throughout the operation from broken or damaged products, in addition to cullet from surrounding communities using the C3leng Application. In 2023, TGI and TMG collected a total of 709,743 tons of recycled glass cullet from surrounding communities.



Additionally, under the 'Waste Water Treatment Project,' both operations maintained its utilization of the American Petroleum Institute (API) cleaning process, aimed to sterilize the sludge buildup from its on-site water treatment ponds, processed into high quality nutrient rich fertilizers, used in its on-site herb garden. The process maintained its strict compliance with applicable laws, regulations, and standards, including ISO 14001:2015, eliminating all types of wastes such as food, plastic, and waste water throughout the value chain. In 2023, TGI and TMG processed a total of 884 tons of sludge.

Thai Beverage Can (TBC)

Another devotee to the zero waste to landfill philosophy, TBC remains active in regards to its internal waste management, eliminating direct to landfill waste to utilize the co-processing management approach.

Hazardous Waste Management

BJC operations generates diverse types of wastes, throughout the supply chain, each type of wastes have its own specific management approach in accordance with applicable laws, regulations, and standards, to ensure minimal environmental impacts. Compliance with these applicable laws, regulations, and standards are especially important for the management of hazardous wastes, as such waste presents a greater risk to the environment and communities.

To effectively manage risks associated with hazardous waste, TBC worked in collaboration with Insee Ecocycle to improve efficiency in managing hazardous wastes generated throughout TBC's production processes i.e. light bulbs, oil, paint, contaminated materials, silica gels and resin.



The collaboration resulted in the co-processing of hazardous wastes as inputs into cement kilns as a supplement fuel in cement production, which utilizes high temperature of over 1,800 degrees, a temperature high enough for complete destruction of organic matters. Ash from incinerated are also incorporated into the finished product, thus leave no residual waste for further processing or landfill.

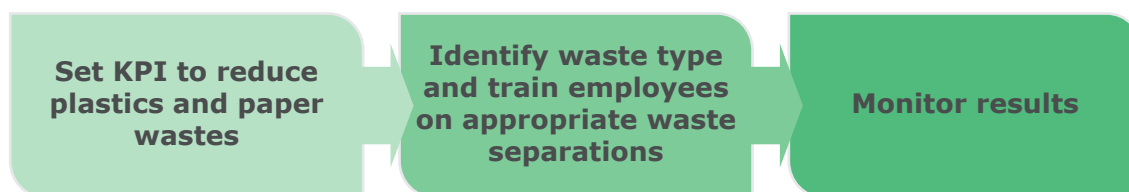
Rubia Industries (RIL)

RIL Waste Management Dashboard

Waste Management Approach	Tons	Percentage (%)
Landfill	257.65	35
Incineration	19.62	3
Waste to Fertilizer	51.34	7
Energy Recovery Incineration	284.57	39
Others	117.99	16
Total	731.17	100

RIL Go Green

The “RIL Go Green” management approach fosters appropriate waste management throughout the RIL supply chain, integrating waste management considerations from upstream to downstream, with the aim to increase the accuracy and efficiency of waste separation to be reused and/or recycle. These are enforced through the following three key steps.



In 2023, RIL reused and recycled 117.9 tons (16% from total waste generated) of waste, consisting of plastics 33.84 tons, and paper 70.47 tons. This is an increase from 24.3 tons from previous year.

Additionally, like CPC, RIL also commits to the zero landfill, converting sludge from treatment ponds to quality fertilizers. Moreover, RIL operations also generates lye water, an alkaline solution byproduct from soap production process, these are also processed into natural fertilizers and soil conditioners. In 2023, RIL processes a total of 2,312.3 tons of lye water, an increase of 165.75 tons (7.54%) to soil conditioners compared to 2022.

In 2023, RIL also initiated the “RIL Power of Sustainability” project, working in collaboration with three schools to invite and encourage communities, students, parents, and teachers to exchange used plastic bottles for Parrot soap at a special price. In 2023, a total of 13,470 plastic bottles (489 kg) were collected and donated to Wat Chak Daeng, to process into 112 sets of monk robes, blankets, and plastic trays, reducing plastic waste to landfill by a total of 233.48 Kg per year, equivalent to a reduction of 508.56kg CO₂eq GHG emissions.

Finally, in 2023, RIL initiated a project to reduce waste from Sugus wrapping, achieved by collaborating with relevant departments to conduct machine maintenance and increase efficiency. The project resulted in a total of 7.928 tons (0.22%), equivalent to a total of 168.40 kg CO₂e GHG emissions reduction, compared to 2022, saving a total of 465,201 baht from waste.



Berli Jucker Foods (BJF)

BJF maintain its ambition to contribute towards the corporatwide waste reduction targets, continuing to implement Eco-friendly alternatives to its current processes and resources used. Consequent to BJF's snack product packaging needs, BJF recognizes its contributions to the global issue of plastic packaging waste, thus is continues to reduces the amount of virgin plastics in its product packaging. This is achieved through the use of PP bags, which are plastic packaging bags made with up to 5% recycled plastic.

In 2023, BJF utilized a total of 250,372 kg PP Bags Recycle, equivalent to the use of 12,518 kg recycle plastics.

Berli Jucker Logistics (BJL)

BJL aim to minimize wastes through the gradual replacement of unsustainable logistical packaging materials such as Styrofoam boxes, Foam sheets and plastic bags for ice chips in temperature-controlled drug transportation with more sustainable packaging materials, from cooler boxes, plastic partitions, and reusable gel packs.

Type of Packaging	2022 Reduction	2023 Reduction	Percentage Change from 2022
Styrofoam Box (Boxes)	5,574	19,911	+357.21
Foam Sheets (Sheets)	11,148	39,822	+357.21
Plastic Bags for Ice Cube (Bags)	22,296	159,288	+714.42

Green Shelter Project

The Green Shelter Project with Tetra Pak and Friends in Need (of "PA") Volunteer Foundation, Thai Red Cross is one of BJC Group's flagship waste management project since 2010. The project sees the collection of beverage cartons to reuse and recycle into corrugated sheets.

In 2023, BJC collected a total of 50,690 kg of cartons across all operations, which are recycled into roofing sheets. These roofing sheets are highly flexible and durable for Thailand weather conditions, where it does not retain heat or moisture from the sun and rain, keeping occupants cool and dry in all weather conditions.

Following the production of the corrugated sheets, they are donated to Friends in Need (of "PA") Volunteers Foundation, used as roofing to build shelters and homes for victims of natural disasters, across Thailand.

Sustainable Packaging initiatives

Packaging Commitment

For the duration of the reporting year, BJC Group maintained its position as a major operator within the packaging industries to meet the needs to the diversified customer groups. For this reason, BJC sustained its direct contributions towards the global issue of waste and packaging waste from its manufacturing, marketing, and selling of products and services, which are packaged in packaging made from plastic, wood/paper fiber, metal, glass, or aluminum to safeguard the product's appearance, safety, quality, and nutritional values.

Committing to the long-term 1+5 strategy, that is to reduce 15% of packaging volume per revenue by 2032 from the base year 2021. The effective management of packaging waste has been included as one of the key curb criteria, for which BJC continue to implement long-standing packaging initiatives, while remaining active in the identification, development, and implementation of new sustainable packaging initiatives throughout the reporting year.

Programs to Increase the Use of Reusable Packaging

The '**Hygiene Refill Station Store**' maintained its position as one of Big C's earliest sustainable packaging initiative since it was first implemented in 2021. The project is the result of the close collaboration between Big C and IP One trading Ltd. aiming to encourage, and increase consumers to increase reusable packaging by refilling empty Hygiene fabric softener bottles in store, instead of buying new bottles. Doing so minimizes the use of single use plastics, as consumers utilizes fewer plastic bottles, contributing towards Thailand's transition to a circular economy.

In 2023, following the success of the refill station at the Big C Hypermarket (Mega Bangna), BJC has expanded the refill station concept to a total of 13 stations across 11 stores. These include Saphan Kwai, Petchkasem, Rangsit 1, On Nut, Rama 4, Tiwanon, Bang Yai, Ladprao 2, Big C Mega Bangna, Bangna, and Ratchada. This expansion resulted in an impressive increase of 19,384 new customers, marking a remarkable 600% surge from 2021 when there was only one refill station available. On average, these refill stations generate 10,500 baht per day. While this accounts for just 0.006% of the total Dry Food Products Category, it has contributed to a notable 1.92% increase in the Fabric Softener Group for BJG.

Furthermore, this initiative has significantly reduced the creation and utilization of 120,000 new plastic bottles per year, resulting in a reduction of 6,200 Kg. CO₂eq. emissions annually.

Continuing from its success, since it was first implemented in 2021, the '**Refill Box**' encourages customers to refill empty tissue boxes, instead of disposing it after consumption. Customers can refill the tissue box through the removable sides, without the need to dispose the paper box to reuse the reusable packaging, thus reducing consumption of paper, resulting in less waste generation and costs for customers.

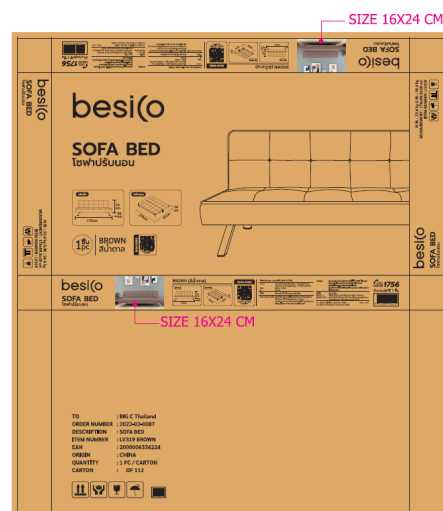


Programs to Increase the Use of Recyclable Packaging

The '**Brown Box**' project, which are used throughout Big C, replaces traditional 'White Box' packaging, which are made from boxes made from virgin paper pulps, which are covered with printed, and or screened with various product labelling and advertisements.

The ink used to print on this white paper are often not ecofriendly ink, but are traditional chemical-based ink, presenting harm to the environment after disposal.

In contrast, the '**Brown Box**', which are corrugated cartons are used to package furniture products, are not screened with non-essentials advertisings, thus are easier to be fully recycles in comparison to traditional packaging.



Programs to Phase Out Single-use Plastic Packaging

The **'Goodbye Plastic Bag'** project aims to foster and support BJC's transition away from single used plastics and foster consumers to bring their own reusable bags from home to create a sustainable environment throughout the value chain. In 2023, this project was continued throughout the reporting year, while still offering consumers without reusable bags to,



- Redeem 2,000 BigPoint for a reusable bag free in-store
- Big Card customers who refuse to accept single-use bags will be awarded with 200 BigPoint
- Big C has designated a 'Green Lane' for customers refusing single-use plastic bags, increasing shopping efficiency at checkouts

Programs to Increase the Use of Recycled Materials as Packaging Solutions

Continuing the close collaboration between Big C and the King Corporation Group Co., Ltd. the **'Bag for Life'** aims to increase the use of recycled materials as a packaging solution. This is achieved as the Bag of Life plastic bags are made from 80% recycle plastic pellets, with a thickness of 80 microns, making the bags stronger to be reused and recycles.

Throughout the reporting year, consumers can purchase the bags at Big C for 3.5 baht for medium-size bags, and 5 baht for large-size bags. Since it was first introduced in Big C in 2021, the project eliminates the use of over 10 million single-used plastic bags.



Close-Loop Production Process

The Close-Loop Production Process, which has been adopted by Thai Glass Industries (TGI), Thai Malaya Glass (TMG), and Thai Beverage Can (TBC), which aims to increase the use of recycled materials as packaging solutions by increasing the ratio of recyclable raw materials in the production process, to reduce the consumption needs of unprocessed raw materials.

The close-loop production process has been integrated seamlessly by TBC, in the form of the "Transparency of Aluminum Can Closed-Loop Recycling" project, aiming to create a comprehensive recycling system, emphasizing on aluminum cans in Thailand, to lead by example to the reusing of aluminum waste. This is achieved through the Can-to-Can approach, which increases the efficiency of can collection,

sorting, and recycling to uphold the quality of recycled aluminum cans. The project also continues to contribute towards the Memorandum of Cooperation to promote the production of recyclable beverage packaging, developed in accordance with Extended Producer Responsibility (EPR), holding holds manufacturers accountable for the consideration of environmental impacts throughout the packaging lifecycle, to foster the Bio Economy Circular Economy Green Economy: BCG Model.

Throughout 2023, TBC maintained its position as the manufacturer of aluminum cans with the highest ratio of recycle materials in its products, compared to industrial peers, accounting for 85% of all materials used, an increased from the 67.92% in previous year, recycled from a total of 2,313.96 tons aluminum cans collected nationwide in 2023. From the continued success of the close-loop aluminum can production since 2022, TBC initiated the 'Aluminum Bottle' to further increase the circularity and recovery of recycled materials as a packaging solution within the market, fostering a circular economy. The Aluminum Bottle is the latest technology in beverage packaging which are 100% recyclable, resealable and offer consumers a unique drinking experience.

- Protection: Blocking out 100% of light and oxygen, tamper resistant and tamper-evident.
- Customizable: The bottle provides a large, 360-degree billboard stands out at the point of sales.
- Quick Chilling: Achieve faster cooling and maintain cooling for longer.
- Sustainable: As an aluminum bottle, 100% of the bottle can be recycled infinitely, with no loss of quality.

In 2023, both TBC and BJC Glass promotes the use of recycled aluminum cans and glass bottles by engaging and communicating with the public through well-known broadcasting channels. This approach aimed to attract new customers and engage with environmentally conscious individuals who are interested in contributing to global conservation efforts.

Programs to Ensure that Recyclable Packaging is Actually Recycled

To ensure that recyclable packaging is actually recycled, the **Recycle with Biggy** project establishes recyclable packaging collection locations across Big C. The types of recyclable packaging which can be dropped at such locations includes aluminum cans and PET plastic bottles, which are recycled into new bottles and various other Personal Protective Equipment's (PPE). In 2023, the project collected a total of 2,369 kg.

Sustainable Glass

The infinite recyclability, reusability, and refill ability of glass, as a packaging solution sustained its attractiveness globally as one of the most sustainable packaging solution available by both the food, drink, and medicine industry. To ensure that

recyclable packaging is actually recycled, TGI and TMG continue to employ the use of the “C3leng” application to directly collaborate with glass scrap collectors called ‘Saleng’ to collect recyclable materials from surrounding communities, increasing the availability of glass scraps or ‘cullet’ to reprocess into new glass bottles. In 2023, both TGI and TMG, collected a total of 709,743 tons of recycled glass cullet, equivalent to 61% of all raw materials used in all productions. Additionally, this project reduced a total of 685 tons Co2, compared to utilization of raw unprocessed materials.

Allocation of R&D resources to sustainable packaging and alternatives solutions

Upholding the commitment to curb packaging waste generation, in compliance with the 1+5 Strategy, the centralized Research and Development (R&D department) of each facilities continue to be an essential contributor in the identification, development and monitoring of packaging trends and lead in the packaging improvement initiatives to reduce operating expenses and negative environmental implications.

This is achieved through regular monitoring to determine BJC’s packaging footprint for an accurate target and long-term goal development.



Reduce packaging waste by switching to recyclable and reusable plastics or items.



Supervises and educate relevant stakeholders by engaging with employees and stakeholders in eco-friendly packaging to drive sustainability.

BJC continue to be active in the development of sustainable packaging solution, to use less environmental damaging raw materials, seek new lightweight materials, which are more recyclable in nature. Whilst continuing to meet consumer demands for a sustainable packaging solution.

BJC R&D Process

1

The Innovation and Research Department:
Responsible for progressing glass packaging to other sustainable packaging innovation and alternatives.

2

The Glass and raw Material Team:
Responsible for measuring and calculating the quality of raw material and setting the composition mixture.

3

The Quality and research Development Team:
Conducts the final inspection of the produced packaging.

Food Waste

Food Loss & Waste Performance

Food Loss & Waste	Units	2020	2021	2022	2023
a) Total weight of all food loss & waste	Metric tons	13,268	21,226	6,707	6,689
b) Total weight of food loss & waste volumes used for alternative purposes	Metric tons	2,020	2,102	2,780	2,623
c) Total discarded (a-b)	Metric tons	11,248	19,124	3,927	4,066
d) Food loss & waste intensity	Numerical	0.14	0.25	0.05	0.04
e) Coverage	%	87.58	89.98	91.37	91.42

Food Loss & Waste Commitment

BJC maintains its position as a direct contributor to the global issue of food loss and waste, primarily through its consumer and modern retail supply chain, which is one of BJC's critical supply chains. For this reason, the issue of food loss and waste is a topic in which BJC strives to resolve sustainably, recognizing its negative contributions to global GHG emissions and world hunger. Complying with the corporatwide BJC Food Loss and Food Waste Management Policy, BJC maintained its active identification, development, and implementation of diversity programs to address food loss and waste throughout the value chain.



Employee Training

Operations related to the generation of food loss & waste maintained its active knowledge sharing and training of internal employees to foster a food loss & waste free culture. Big C, BJF, CPC and TBC are especially dominant in conducting such training, educating employees on appropriate waste separation, by type of foods in canteens, to appropriate waste management for new employees, in addition to coordinating with external stakeholders such as local farmers to sell food waste generated as animal feeds, diverting food loss and waste from landfills.

Food Loss and Waste Management Initiatives

Programs aimed at using food loss & waste for alternative uses

BJC Big C Food Waste Management Process

BJC Big C is committed to minimize food loss and waste throughout its value chain, evident from the integration of food loss and waste as a key reduction criterion of the 1+5 strategy. As such, BJC Big C continuously seeks to maximize the efficiency of all food and food related products, before sending food waste to landfill, should there be any left.



Value Added

To utilize fresh and raw food ingredients, food surplus, Big C initiated the value-added approach, where it adds value to unsold ingredients, by processing it into new menu or ready to eat meals to be sold at Big C nationwide. This offers customers with a wider range of safe and quality food products options.



Yellow-Label

Big C initiated the 'Yellow Label' initiative as a channel to encourage sales of ready to eat products after a set time of the day. The products are offered at a lower price from the original, enabling a wider range of communities to access safe and high quality ready to eat food at a lower price.



Thai SOS (Scholars of Sustenance Foundation)

Founded to lead the fight against Food Waste & Hunger in Thailand, the Scholar of Sustenance (SOS Thailand) continued its vision and is one of Thailand's leading programs to minimize the issue of food waste. BJC Big C continues its support to the program, and thus the program has become one of BJC Big C's flagship program to manage food loss and waste, by committing to donate surplus food and food related

products to the foundation to be donated to needed communities, schools, hospitals, and other public organization nationwide. In 2023 BJC donated a total of 134,773 meals or 32,088 kg. of food surplus from 20 Big C stores, allowing Big C to divert a total of 81,185 kg CO₂ emissions from landfills.



Food Waste to Fertilizer

BJC Big C head office has an on-site employee canteen, which serves high quality and nutritious food and food related products for all employees to enjoy at their own convenience. Employees are encouraged to 'buy what they eat', a philosophy which fosters the reduction of food loss and waste. Should employees have food loss and waste left, this waste is processed into high quality fertilizers using two food waste processing machines, located on-site within the canteen.

These machines can process a total of 3 kg. of food loss and waste per month, totaling 6 kg. per month. The produced fertilizer, called 'Soil supplements' are used in on-site garden in and surrounding the head office.



Additionally, BJC has also invested in two additional food waste processing machines since 2022, housed at the Rooftop Organic Farm. The machines are capable of processing up to 60 kg. of waste each, totaling 120 kg. of food loss and waste per month. The end soil supplements are also used in and surrounding gardens, in addition to the rooftop organic farm, fostering a circular business model (BCG).

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

Rooftop Organic Farm

Following its initiation in 2022, the BJC 'Rooftop Organic Farm' conducted in collaboration with the Bangkok Rooftop Farming, a leading local agriculture business, whom is an expert in the conversion of food loss and waste into soil supplements. Through the collaboration the Bangkok Rooftop Farming provides BJC Big C with the knowledge and expertise in on-site rooftop organic farming at BJC headquarters, covering a total of 200 square meters, consisting of 24 vegetable patches. Throughout 2023, the farm has utilized a total of 1,672 Kg food loss and waste, generated from the on-site canteen, and has been managed by a total of 240 circulating employees in 4 groups, which has grown a total of 395 kg of organic vegetables. These grown vegetables are sold at friendly prices to employees at BJC headquarter.



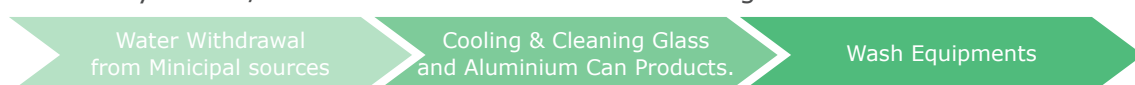
Water

BJC Interaction with Water Resources

Water retains its position as one of the planet's most pivotal natural resource used by all. Water is especially important to the food and staple retailing industry in which BJC Big C operates, used in the growing, washing, and retaining the products quality, safety, and freshness. Due to this importance of water resources, BJC seeks to minimize its negative consequences on the planet's water resource, and risk of violating human rights to access safe drinking water and sanitation. To achieve this, BJC is guided by the long term corporate wide 1+ 5 strategy, which stipulated to reduce water consumption as one of its five core objectives.

Packaging Supply Chain

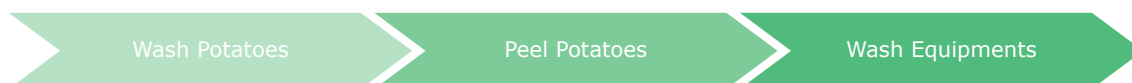
Thai Malaya Glass/Thai Glass Industries & Thai Beverage Can



Location: Sara Buri & Bang Plee District, Industrial Estate

Consumer Supply Chain

Berli Jucker Foods



Location: Samut Prakan

Berli Jucker Cellox



Location: Prachin Buri, Samut Prakan

Each respective supply chains have adopted the 1+ 5 strategy commitment and closely monitors its interaction, consumption, utilization, and discharge of all natural resources, including water as outlined in compliance with the **Environmental Management Policy**, a corporatewide policy which was developed by the Sustainability and Risk Management Department, committing all operations to continuous improvement of environmental performance, minimizing supply chain environmental impacts. The policy is adopted by all supply chains, and the Safety, Health, and Environment (SHE) department at each operation as a basis for the development of each facilities' Environmental Policies, customized to meet the context of each business operations.

Roles and Responsibilities for Implementing Environmental Management Policy

The Board of Directors or the Assigned Committee

Approves proposed Environmental Management Policy and its Commitments to Support BJC Group's Sustainable Development, and oversee the company's operations to prevent negative environmental impacts and ensure compliance with applicable laws, regulations, and BJC Group's policies, so that the company could achieve the commitments.

The Management Board

Responsible for environmental management of BJC Group by defining work processes that are aligned with environmental management policy. Committed to set short-term and long-term environmental targets and objectives, establishing appropriate strategies and action plans to achieve the targets, overseeing business operations to ensure that they are in accordance with applicable laws, regulations, policies, and plans. Moreover, the role includes driving continuous improvement in environmental performance, creating awareness, knowledge, and organizational culture to reduce environmental impacts and conserve natural resources.

The Employees

Strictly comply with applicable laws, regulations, policies, and action plans relating to environment, be aware of the importance of environment conservation and be cooperative for supporting the company to achieve environmental targets.

Water Risk Assessment Approach

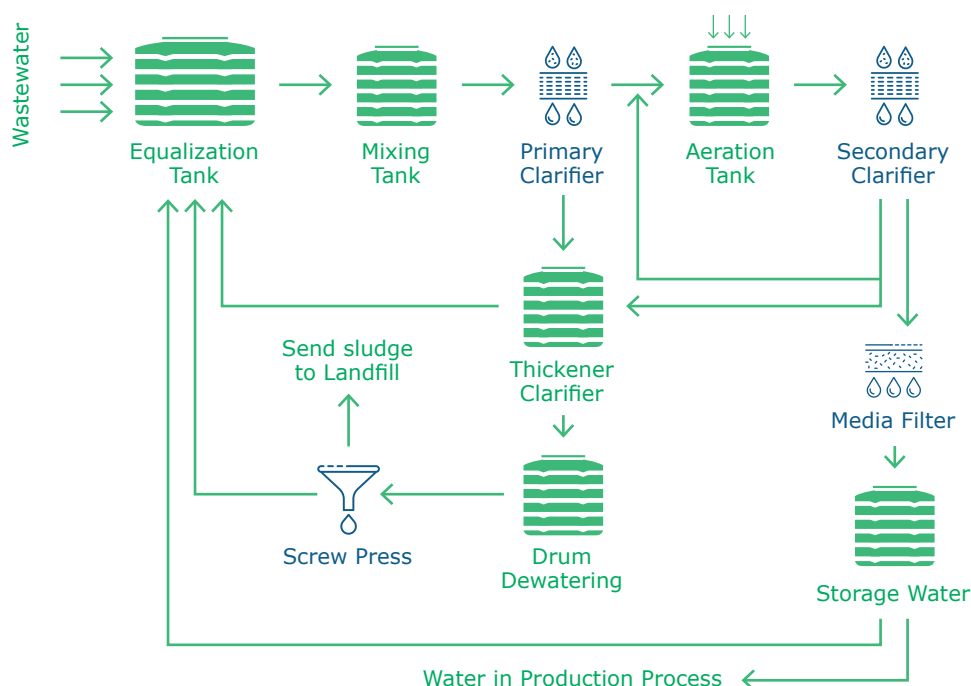
To assess all water-related risks, BJC continues to integrate water-related considerations, including water stress and flood areas into the corporate strategy, and uphold the active identification, assessment, development and implementation of water-related risks and opportunities throughout the value chain. Doing so allow BJC to be accountable for all its water resources utilized in operations, to prevent negative contributions towards the global issue of water scarcity on surrounding areas and communities.

Additionally, BJC maintained its aspiration to lead by examples in remediating the issue of water stress by continuing to expand its coverage scope to include critical tier-1 suppliers, whom are in high-water risk area to establish an internal water-related risks management system. See (I) Assess and Interpret & prioritize, and (II) Measure & set for evidence of BJC's water risk assessments. Finally, BJC continue to assess water stress using the open-sourced Aqueduct Water Risk Atlas Tool, in addition to conducting on-site audit assessments annually for critical tier-1 suppliers.

Assessment

Water-related risks assessments of production and manufacturing-oriented operations, such as TGI, TMG, TBC and RIL are conducted in compliance with applicable national and international laws, standards, and regulations such as ISO 14001:2015. While Water-related risks assessments of office-oriented operations are assessed by Administration Division which in compliance with internal standards, which have been developed using ISO 14001 criteria as a foundation.

BJC Water Treatment Process



Water Management Initiatives: Withdrawal

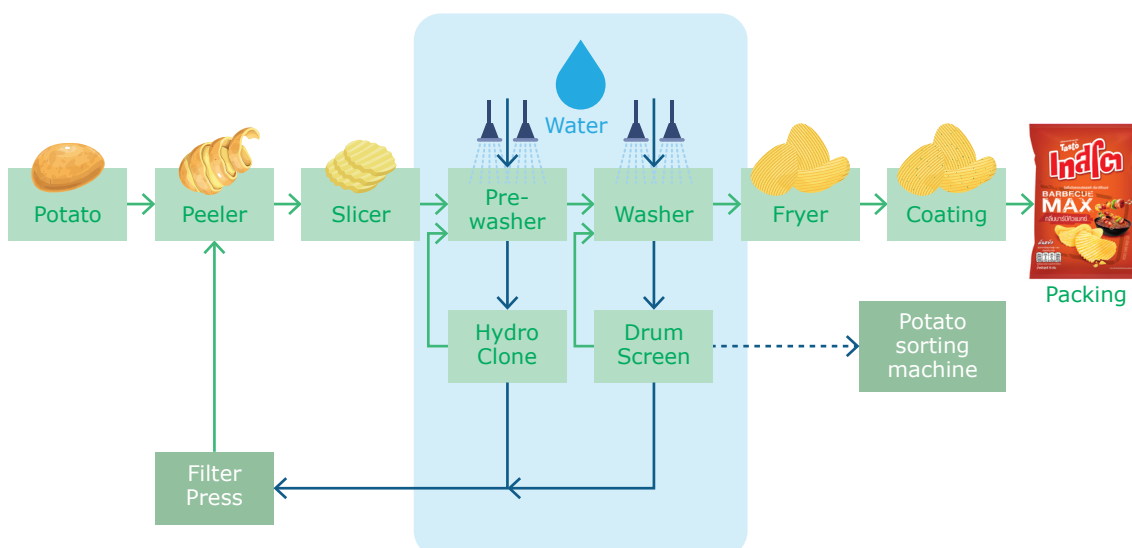
Following the annual water risk assessments of BJC Big C's own operations, including those of critical tier 1 suppliers, BJC maintained its active identification, development, and implementation of water-related initiatives, to improve BJC Big C's water resource utilization.

Berli Jucker Food (BJF)

Recycle Water at BJF

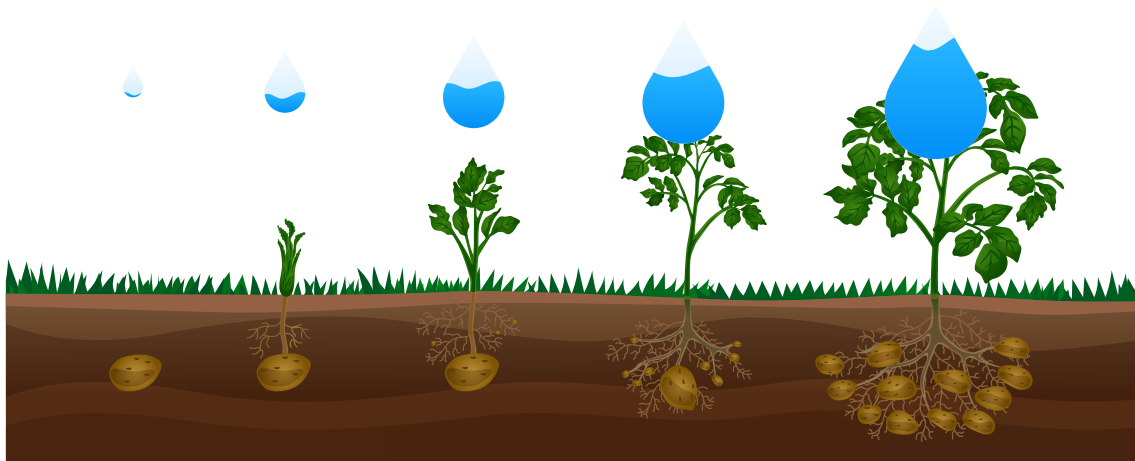
BJF remains to be one of the few business units with an agricultural operation within BJC. For this reason, the issue of water stress remains to be a top priority for BJF to efficiently managed. This is achieved through its continued circulation of water throughout its washing process, which are filtered through a customized filter press system and drum screen, removing large grits, dirt, and potato starch from the water to be used in the washing and peeling process, which removes potato skins before frying.

The implementation of a water recirculation approach by BJF has led to a substantial reduction in water consumption, amounting to 12,000 cubic meters per year. Additionally, this approach has helped prevent the discharge of water into the wastewater treatment process, effectively reducing it by 10,000 cubic meters annually. This concerted effort not only contributes to water conservation but also minimizes the environmental impact associated with wastewater treatment processes.



Farming Water Control by BJF

Since it was first implemented in 2018, the farming water control farming approach used by BJF has become one of its primary water management projects. The project sees the reduction of water utilization at farms, during potatoes growing process, by identifying the specific amount of water needs at each growth stages, minimizing wasted water.



As illustrated, potatoes seedlings are the most water intensive period of the potato's growth stage, requiring up to 90% of water, in comparison to the 30% water needs of older potatoes, pre-harvest, which also kickstarts the natural curing process, allowing the potatoes to start disperse and moderate its starch content and develop flavors.

Furthermore, the water control approach also safeguards the overall potato yield, as potatoes are shallow root plants with low tolerance for water stress, minimizing crop rot from overwatering. In 2023, BJF reduced a total of 1.23 million cubic meters from the farming process, across its 1,829 acres (4,627 rai)

Upcycle Water at Thai Glass Industries Public (TGI)

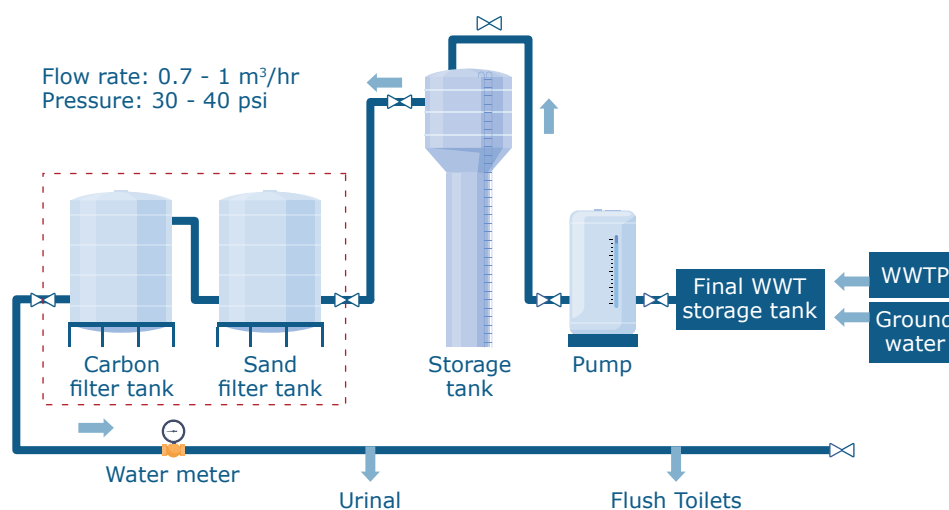
Accommodating to the continuously increasing demand and utilization of treated reused water for on-site operations, TGI continued to utilize the on-site water storage tank, holding up to 150 cubic meters of water. Prior to reuse, all wastewater is treated in strict compliance with the Industry Sewage Control Standards for Factories 2017, monitored through bimonthly assessments to ensure compliance, prior to storage for reuse.

Water Management Initiatives: Consumption

Water Spray by Thai Glass Industries (TGI)

Recycles glass (known as cullet) continues to be an important raw material in the production of glass at TGI, as it allows TGI to significantly minimize energy consumption and intensity. To accommodate for the growing demand for glass packaging, TGI maintained its on-site outdoor storage. However, due to the outdoor nature of the storage facility, this cullet is affected by strong winds, blowing dusts, which includes glass dusts into surrounding communities. To remediate this issue, the Automated Water Spray (AWS) installed is an important system which utilizes treated wastewater to periodically spray water over the cullet, to minimize the blow of dusts and safeguard that no negative nuisance is caused to communities and uphold a positive relationship. In 2023, TGI averted the consumption of 1,243 cubic meters of water per year, equivalent to a saving of 21,131 baht per year.

In 2023, TGI embarked on another water conservation endeavor, labeled 'BP2-3', aimed at reducing water consumption in the bathrooms. This project focused on enhancing processed reused water by incorporating sand, anthracite, and carbon filters. The improved filtration rendered the reused water clear and odorless, ensuring it meets sanitary standards for user comfort and safety. As a result of this initiative, freshwater withdrawal was reduced by 3,907 cubic meters, resulting in significant savings amounting to 66,419 baht. This initiative underscores TGI's commitment to sustainable practices while simultaneously promoting cost efficiency.



Wastewater Treatment at Rubia Industries (RIL)

In 2023, to contribute towards the 1+5 strategy, RIL established an internal environmental target to minimize the buildup of sludge in its water treatment ponds by 10% from the 2023 baseline. This is achieved through the analysis of current working processes to identify opportunities to minimize the build up of waste in water, which results in sludge. Following this analysis, BJC reduced a total of 36.22 tons (30.15%), compared to 2022.

Amount of Sludge at RIL

Reporting Year	Performance (Tons)
2022	120.13
2023	51.34

Water Management Initiatives: Discharge

BJC retained its recognition of direct impact poor wastewater discharge present to surrounding communities and the environment, affecting local ecosystem, and living standards, as a manufacturing-oriented operation, all relevant BJC operations water discharge are strictly controlled by applicable laws, regulations, and standards, including the Thailand Industrial Effluent Standard. Such compliance ensures that operational wastewater is treated in conformity to effluent standards parameter and hazardous substance such as PH, temperature, Biochemical Oxygen Demand (BOD), Chemical Oxygen Demand (COD) and hazardous substance such as Lead (Pb), which must not exceed 0.2 mg/l, and Mercury (Hg) which must not exceed 0.005 mg/l, ahead of discharge.

Berli Jucker Cellox (CPC)

Zero-Wastewater

Since 1988, CPC Bang Plee facility has upheld its commitment to zero-wastewater discharge, a cornerstone operational guideline embraced by all employees. In 2023, CPC continued to proactively identify new technologies and operational approaches, such as the installation of the Disc Filter. This innovative system replaced the standardized sand filtration system, enabling CPC to maximize freshwater recovery, thus enhancing the quality and reducing the quantity of wastewater generated by operations. All wastewater undergoes treatment in on-site water treatment ponds, maintaining a closed-loop water management system. As a result, CPC has successfully averted a total discharge of 52,467 cubic meters per year from Bang Plee factory, leading to significant savings totaling 9,263,242 baht. This achievement is made possible through the reuse of treated wastewater throughout the value chain.

Aeration Water Treatment

A sustainable approach to remove dissolved gases and oxidizing metals and other volatile chemicals present in waste water is achieved through the Aeration Process, which involves evenly circulating oxygen in the wastewater, fostering microbial growth which cleans the water. This process has been utilized at various subsidiaries including BJC throughout its 4 treatment ponds housed at the CDC, and BJC due to its ease of use, and efficiency to treat wastewater.

Reduce Fresh Water Usage

At the CPC factory, a water treatment system has been implemented to treat wastewater. This system includes the installation of a water gate to collect rainwater for utilization during the rainy season. Additionally, a cooling water system has been installed to regulate water usage, resulting in a notable reduction of fresh water withdrawal from natural sources by 20.5%.

Reduce Fiber Loss

The reduction of fiber waste from the paper production process at the Prachinburi factory by at least 0.25% is achieved through controlling and adjusting the system for recycling fibers back into the production process. This is done by installing a sludge pump and controlling the DAF system during production. The aim is to obtain high-quality clarified water, thereby reducing the need to replenish water in the system.

Water Management Initiatives: External Collaboration

Berli Jucker Food (BJF) Irrigation Dam Construction

In 2023, BJF recognized the vital need for a sustainable water source to support the cultivation of potatoes. To address this, BJF collaborated with various stakeholders including Sotus International Co.,Ltd, Basf (Thai) Co.,Ltd, Vee Kaset Limited Partnership, farmers, cooperatives, community leaders, and volunteers to construct an irrigation dam for agricultural purposes. This collaborative effort aimed to benefit not only BJF but also the San Sai district community, particularly the contracted potato farmers spanning 593 hectares. By enhancing the irrigation systems, the dam ensures a consistent water supply crucial for farming operations, especially during drought seasons. Moreover, the dam serves a dual purpose by functioning as a spawning pool for local aquaculture, thus diversifying the community's food sources and mitigating soil erosion. This initiative underscores BJF's commitment to sustainable agricultural practices and community development.

Product Safety & Quality

GRI 3-3, 416-1, 416-2, 417-1, 417-2, 417-3, 418-1, 203-1, 203-2

Exposure and Mitigation:

Following the globalized health concerns caused by the pervasive global pandemic over the past few years, customers and consumers continue to strengthen their prioritization for products safety, quality, and nutrition, intensifying expectations and demands for companies to offer healthy, safe, and high-quality products, which are accredited by criteria's such as presentation, freshness, nutrition, varieties, certifications, quality and labelling in compliance with applicable and well known standards, laws and regulations. BJC recognizes its responsibility as a trusted conglomerate within Thailand, with over 141 years of operational experience within the market to lead by example and ensure that all risks associated with product safety, quality and nutrition are properly minimized and managed throughout the supply chain, as the delivery of products which presents harm to the health, safety, quality, and nutrition of consumers may violates applicable product and food safety standards and lead to various negative implications to consumers sustainability and human rights to adequate food, and safety.

Such assurance is accommodated through applicable internal processes and procedures, such as the annual reassessments and review of product procurements and production processes to identify potential risks violations to product safety and quality, whilst continuously identifying opportunities to enhance such considerations where possible, through both extensive in-house researches, in conformity with international standards, and external collaborations with trusted partners. These has resulted in the continued cultivation and development of new products, processes, and procedures, designed to foster, and elevate product safety, quality, and nutrition culture throughout the organization, minimizing potential risks violations.

Management Approach

Through BJC's ambitious vision to be **your trusted partner for a sustainable better living** with all relevant stakeholders throughout the supply chain, BJC firmly believe that a key foundation to achieving such quality living is exceptional health, safety, and nutrition, which shelter individuals from harmful health-related illness, preventable

injuries, and complications. Such of which can be secured with adequate access, consumption and utilization of high quality, products, which are safe and nutritious to use and consume, in addition to meeting and elevating the daily needs of consumers. Amidst such considerations, BJC acknowledge its role in securing and offering all customer and consumers with products of the highest quality, safety, and nutritional value, beyond their expectations, achieved by stringent compliance with applicable enterprise policies, such as the **Product Quality and Safety Policy**, developed by the corporate Sustainability and Risk Management Department (SRM). The policy is adopted and overseen by the quality assurance department at each factory and customized to meet their respective operational needs, utilizing the policy as a foundation to monitor compliance and safeguard product safety, quality, and nutrition.

Following BJC's continued commitment to comply with applicable product health, safety, quality and nutrition guidelines, BJC conducted regular assessments, audits, and on-site audits where applicable, enforced through both the internal audit departments and the employment of accredited independent third-party audits. As such, in 2023, there were no food-safety-related recalls during the reporting period for both voluntary and involuntary recalls, which includes private-label products.

Product Safety & Quality Process

In upholding the commitment to ensure that all risks associated with product safety and quality are properly minimized and managed for food and food related products, BJC enforces strict procurement process, which are in alignment with applicable standards, laws, and regulations, such as the Food and Drug Administration (FDA), and Department of Medical Science by the Ministry of Public Health, while non-food products comply with the Thai Industrial Standards Institute (TISI).

BJC defines Safety and Quality as the cumulative attribute of a products that contributes to its ability to meet the needs and demands of the specific customers, fulfilling what the end user wants and perceives as value, in addition to being reliable and able to perform all its functions seamlessly as intended, while adhering to all applicable standards and being safe for all users when used for its intended purposes. Product safety and quality complies with the following procedures.




Sourcing

Collaborate with identified high quality suppliers whom integrates and complies with stringent industry best practices, relevant to product safety, quality, and nutrition. In addition to enhancing product nutrition, monitored through strict compliance with relevant product safety, quality, and nutrition laws, regulations, and standards remains to be the bases for all BJC's operations, safeguarding against potential

legal violations. Each business units are accountable for compliance with applicable standards related to their respective operations, such as the Good Hygiene Practice (GHP), Good Manufacturing Practices (GMP), Hazard Analysis and Critical Point System (HACCP), Customs-Trade Partnership Against Terrorism (C-TPAT), International Organization of Standardization Quality Management System, Standardization Quality Management System (ISO 9001), and Food Safety System Certification Scheme (FSSC 22000).

Sustainable Agricultural at Berli Jucker Foods (BJF)

Each year, registered farmers are trained to comply with responsible farming practices such as Good Agricultural Practices (GAP) by the Department of Agriculture. Products included remains to be potatoes, and sweet potatoes, core raw materials used in the production of BJF's potatoes-based snacks. Furthermore, to elevate product safety and quality, BJF continue to identify products and ingredients which maybe have impacts on the health and nutrition of consumers to manage accordingly.

Ingredients	BJC Initiatives
Organic	 <p>Continued development of 'We Are Fresh' products, offering over 2,000 vegetable products available in three types, Organic, Hydroponic, and Hygienic. There are fresh fruits, poultry, eggs, seafood, ready to eat, read to cook and baked goods.</p>
Sugar	<p>Offer a variety of reduced sugar products such as,</p> <ol style="list-style-type: none"> 1. Party Caramel 2. Party Krongkrang 3. Big C Happy Price Pro Instant Chrysanthemum Beverage Powder with Steviol Glycoside 4. Big C Happy Price Pro Instant Bael Fruit Beverage Powder with Steviol Glycoside 5. Big C Happy Price Pro Instant Ginger Drink with Stevia Extract
Sodium	<p>Offer a variety of reduced and reformulated sodium products such as,</p> <p>DORY Launch new item into the market Dory all flavored (reduce sodium in pellet)</p> <ol style="list-style-type: none"> 1. Dory Seafood 2. Dory BBQ Chicken Wing 3. Dory Paprika Prawn (reduce dosage ssn) <ol style="list-style-type: none"> 1. Big C Happy Price Pro Soy Sauce Less Sodium Formula 2. Big C Happy Price Pro Oyster Sauce Less Sodium Formula
Artificial ingredients	<p>Offer a variety of products that reduces the use of artificial ingredients (e.g. preservatives, coloring, and aspartame) such as,</p> <p>Tasto Launch new item into the market</p> <ol style="list-style-type: none"> 1. Tasto Crab Curry (remove aspartame) 2. Tasto Japanese Seaweed (remove aspartame)

Ingredients	BJC Initiatives
Ingredients to enhance or fortify nutrition deficiencies	<p>Offer products with ingredients to enhance or fortify nutrition deficiencies (e.g. Vitamin A, Zine, and Iron) such as,</p> <p>'DOZO Best Bite</p> <p>Launch new item into the market</p> <ol style="list-style-type: none"> 1. Japanese Rice Cracker Strawberry Flavored (DOZO BEST BITE)[®] claim source of 'Vitamin B1 and Calcium' 2. Brown Rice Puff Stick Mixed Berry Flavor (DOZO BEST BITE)[®] claim source of 'Vitamin A and C' 3. Brown Rice Puff Stick Milk Flavor (DOZO BEST BITE)[®] claim source of 'Calcium'

Producing

All production-oriented operations continue to enhance product quality, safety, and nutrition through production process efficiency in compliance with industry best practices.

5S Management Philosophy

The 5S Management Philosophy remains to be an important approach to safeguard product safety and quality against potential contaminations, used by the Thai Glass Industries (TGI), and Thai Malaya Glass (TMG). This is accomplished by minimizing potential contaminants throughout the production line, such as non-essential items. As a result, each department maintained its high departmental score on the bi-monthly audits conducted by both internal and external auditors. Throughout 2023, both TMG and TGI also employs the use of both internal and external audits, conducted by the internal quality assurance & quality control department, while the annual external audits are by SGS, conducted in compliance with relevant international standards such as the International Organization for Standardization (ISO 9001:2015), and the Food Safety System certification (FSSC 22000:5.1) providing assurance of product safety and quality.

Controlling and Inspection

All products produced by BJC or its subsidiaries undergo rigorously quality, safety, and nutrition inspection across all value chain to affirm all consumers to BJC's high product safety and quality standards.

Product Quality and Safety Training

BJC's emphasis for product safety and quality are monitored throughout the supply chain, starting from raw material sourcing, through the identification of accredited suppliers, to conduct of training for all employees about product quality and safety criteria.

Such training also extends to suppliers and critical suppliers, fostered through supplier training and orientation about product quality assurance, which includes, knowledge of production processes, working procedures, identification of product defects (waste), good hygiene and use of personal protective equipment's (PPE), to training on compliance with factory standards for fresh food production for BAS perishable group suppliers. In 2023, BJC subsidiaries continued to conduct various product safety and quality trainings in compliance with applicable standards.



Additionally, other departments comply with customized training and inspections in compliance with applicable national and international standards, laws, and regulations. For instance, private label dry food product category, undergo product safety and product quality testing by a certified laboratory 1-4 times a year, utilizing the checklist below.

Product Category	Audit Frequency: Year
Big C Happy Price specialty food products	1
Rice and egg products	4
Food products beyond items listed in bullet 1 and 2	2
Non-food products and other group beyond the forementioned	1

Safety & Quality Certification (Logistics and Warehouse)

Throughout 2023, the primary logistical services subsidiary and provider within BJC, Berli Jucker Logistics Ltd. (BJL) and BJC Move continued to uphold a high quality and safety standards, achieved through renewal and retention of applicable quality and safety awards and certifications.

Awards and Certification Standards	BJL	BJC Move	Certification Site
ISO 9001:2015	✓	✓	Head Office (HQ) National Distribution Center (NDC) Ladkrabang Distribution Center (LDC)
Good Distribution Practices (GDP)	✓	✓	Head Office (HQ) Healthcare Business Logistics (HBL)
Good Manufacturing Practices (GMP)	✓		Healthcare Business Logistics (HBL)
Authorized Economic Operator (AEO)	✓		Head Office (HQ)
Q-Mark		✓	National Distribution Center (NDC)

These certifications ensures that BJC remains observant and prioritize the importance of an efficient product recall system, in an event of a product quality and safety violations. The recall system is maintained through the annual mock recall tests, assessing the personal and process efficiency. Passing the mock recall test requires customers to be notified of the resolved issues and presented with a solution within two hours of the initial issue identification. Throughout 2023, all business units passed the mock recall test.

Product Certification at Rubia Industries (RIL)

Through Rubia Industries (RIL) production of personal care products such as soap and shower gel, it is critical to ensure that all ingredients used are of the highest quality and are safe for consumers. To communicate that RIL has implemented applicable safety measures in developing, and producing products, product certifications are used as a communication tool. In 2023, compliance with applicable product certification were continued, including 100% of all Parrot dermatologically tested by leading clinical laboratories testing such Dermscan Asia Ltd. and DRC Thailand Ltd. and 100% of dmp products, which have been Hypoallergenic tested by the Dermscan Asia Co., Ltd.

dmp Brand

dmp a leading baby care brand, remains to be a trusted brand by Thai moms, offering diverse baby care products, developed, formulated, and produced in compliance with the most stringent standards to safeguard product safety and quality.

These includes the natural power process, all Newborn Organic pH 5.5 products uses to extract natural substances from the 100% organic ingredients uses, without the use of heat or chemicals to retain the beneficial compound and natural vitamins for the baby's benefit. Resulting in a cleaner extract, free from harmful chemicals, whilst minimizing potential contaminations, safeguarding the products safety and quality. As a result, all 100% organic pH 5.5 products have passed all applicable product safety and chemical free tests.

➔ Click for more information



7 free from allergens

- ✗ Paraben
- ✗ Alcohol
- ✗ SLS
- ✗ Triclosan
- ✗ DEA
- ✗ Phthalate
- ✗ Formaldehyde



dmp Awards

In 2023, dmp brand received 2 awards from the Amarin Baby & Kids Award 2023 by Amarin Baby & Kids, a website dedicated to promote safe and quality products for mothers and babies. dmp brand won the following awards.



dmp Double Milk and Vitamin E,
A baby lotion made with natural extracts and
organic pH-balance 5.5 received the Mommy's
Choice under the lotion category.



dmp Intensive Daily Lotion SPF 50 PA++,
organic lotion and sunscreen for kids received
the Editor's choice award

Softline Product Safety & Quality Management

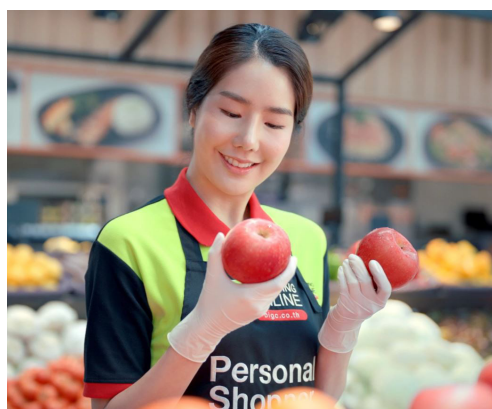
Softline production safety and quality are verified through the employment of the independent external auditors NSF Asia Pacific Ltd. which enables Big C to foster high product quality and safety standards along the value chain. The suppliers audited are assessed based on three core criteria's, quality (90%), and Environmental & Social (10%), which includes managerial responsibilities, resource management, production processes, measurement of equipment's and calibrations, measurements analysis, employee practices and environmental implications from day-to-day operations. Throughout 2023, BJC audited a total of 60 factories, equivalent to 52% of all Softline (apparel) suppliers. All the audited factories attained the passing (70%) requirements and continued to be in a transparent communication with relevant BJC representatives to foster continued improvements and re-audits in 2024.



Food Safety & Quality Control at Big C

Throughout the reporting year, a certified laboratory with ISO 17025 remains to be utilized by Big C to examine all fresh and finished products, prior to shelves placements, which represents the first production Lot testing, aiming to assess product quality and safety post production. All products are required to undergo up to 4 testing and inspections annually depending on the product types and categories, as outlined by the Product Monitoring Plan guideline.

While residuals chemicals inspections, which includes pesticides, herbicides, and fungicides remains to be a primary product quality and safety test used for fresh products including fruits and vegetables. Throughout 2023, the inspection emphasized on 24 types of fruits and 36 vegetables, accounting for 1.37% and 1.69% respectively of all products sold, which did not detect any residual chemicals on tested fresh products.



Responsible Labelling & Marketing Practices

Through a continuous commitment to provide all consumers with exceptional health, safety, and nutrition, BJC acknowledges the importance of product labelling and marketing as an important communication channel for consumer to access information about ingredients contained in products, warning of health risks from allergies, comprehensive instructions of consumption and utilization of products as intended. For this reason, BJC continues to strictly comply with all applicable product labelling & marketing laws, regulations, and standards, while remaining alerted to any regulatory updates and changes, to promptly adapt compliance accordingly.



Private Labels

All private label products under the control of BJC Big C strictly complies with labelling requirements of the Food and Drug Administration (FDA). In addition, food, and dry food house brand products are labelled in compliance with the Ministry of Public Health.

BJC manage private labels labelling practices in three distance management tiers, which determines the management timeframe available to resolve each case. In 2023, BJC had a total of 12 incidents related to its private label products, a significant decreased from the 23 incidents identified in 2022. The 12 incidents consist of 7 dry foods, 3 non-food products, and 2 home line products, ranging from minor incidents such as misunderstanding of product intended utilization, or misunderstanding of product labelling to critical incidents such as product damage and spoilage. All incidents have been resolved within an appropriate timeframe, in collaboration with relevant stakeholders, including customers. Actions include coordinating with relevant suppliers in identifying the root cause of product damage and spoilage, to coordinating with customers to communicate the product intended utilization appropriately. Cases are reported through various channels including, from call centers of various departments, to direct in stores visits. BJC remain committed to actively identify, prevent, and mitigate incidents related to the safety and quality of products and services and continues to integrated past incidents into strategic planning to prevent future reoccurrence.

RIL Product Labelling

RIL uphold its strict compliance with all applicable product labelling laws, regulations, standards, and procedures throughout the reporting year. In 2023, RIL developed a total of 32 new SKUs (new own brand products: 11 SKUs and new OEM products: 21 SKUs), developed in compliance with, and are certified by the Food and Drug Administration (FDA) for consumer uses.

Sustainable Product Labelling

CPC Green Labelling

BJC Cellox Ltd. (CPC) renewed Thai green label certificate for product brand “BJC Hygienist” and received honorary certificate from Thailand Environment Institute and Thai Industrial Standards Institute. The first certificate has been approved since 2012, ensured that tissue paper made from mixed recycled pulp, which less environmental impact compare to other products. In 2023, CPC has recertified 8 product models from 16 total models and add 3 more packing size. All of the products certified were as following:

1. BJC Hygienist Value Big Roll Tissue 1 Ply
(85 mm. x 600 m. x 12, 80 mm. x 600 m. x 12, 600 m. x Pack 3 x 4)
2. BJC Hygienist Value Mega Roll Tissue 1 Ply (800 m. x 12, 750 m. x 12)
3. BJC Hygienist Value Big Roll Tissue 2 Ply
(85 mm. x 300 m. x 12, 80 mm. x 300 m. x 12, 300 m. x Pack 3 x 4)
4. BJC Hygienist Super Value Roll Tissue (24 rolls x 6)
5. BJC Hygienist Value Roll Tissue (24 rolls x 6)
6. BJC Hygienist Value Interfold Tissue 1 Ply (500 sheets x 60)
7. BJC Hygienist Value Roll Hand Towel 1 Ply (177 m. x 8)

8. BJC Hygienist Value Interfold Hand Towel 1 Ply (300 sheets x 24)
9. BJC Hygienist Special Roll Tissue (1 roll x120, 6 rolls x 20, 12 rolls x12)
10. BJC Hygienist Special Hand Towel 2 Ply
(250 sheets x 24, 250 sheets x Pack 4 x 6)
11. BJC Hygienist Special Interfold Tissue 2 Ply (250 sheets x 60)
12. BJC Hygienist Special Pop-up Napkin 1 Ply (200 sheets x Pack 12 x 5)
13. BJC Hygienist Special Facial Tissue 2 Ply (950 sheets x 10)
14. BJC Hygienist Value Pop up Napkin 1 Ply (200 sheets x Pack 12 x 10)
15. BJC Hygienist Special Multi-Purpose Towel 2 Ply (2 rolls x 24)
16. Belle Toilet Tissue (1 roll x 48, 8 rolls x 8, 8 rolls x 20, 30 rolls x 6)

In 2023, BJC did not identify incidents of non-compliance and/or violations related to product and service information and labelling in accordance to national regulation /voluntary codes. Additionally, BJC also did not identify any incidents of non-compliance and/or violations related to marketing communications practices throughout the reporting year. This is achieved because of BJC's continued diligent compliance with all applicable laws, regulations, and marketing laws.

Product Health and Nutrition Process

Health and nutrition continue to be a notable indicator consumers used to gauge a product's safety and quality throughout the reporting year, and continues to be one of BJC Big C's top priority to offer, identify, and safeguard to elevate for all consumers. The **Health and Nutrition Advisory Panel** established by the Management Board remains active in assessing, identifying, researching, and updating applicable policies, frameworks, laws, and initiatives to promote and safeguard product health and nutrition to be a leading example for other retailers. These are achieved through continued strict compliance with the enterprise **Health and Nutrition Policy**. The panel had a total of 1 meeting in 2023, as mandated in the Health and Nutrition Policy, with the following outcome.



The panel agreed to continue identification of knowledge sharing and training to both employees and consumers to the importance and benefits of good health and nutrition, which will be conducted gradually throughout 2024. The knowledge shared will also include promotion of Big C food and food related products which promotes

good health and nutrition when consumed. Furthermore, the meeting discussed and updates health and nutrition trends and emerging trends, which are acknowledged and integrated into strategic development for relevant operations for the next reporting year.

Since 2021, following the annual Health and Nutrition Advisory Panel meeting, the panel established the **Health and Nutrition Research and Development Guideline**, providing BJC Big C with an inclusive guideline to define and classify health and nutrition products. In 2023, BJC had a total of 1,043 product SKUs considered as health and nutrition products.

In-house Research Capabilities

Rubia Industries Ltd. (RIL) remains to emphasis fostering its in-house research capabilities, to identify and develop products which meets the needs of all customers. The RIL in-house research center is especially concentrated for personal care products, evident from the extensive product development through 2023, in the hair care, household and pet care products.



Additionally, the research center also emphasizes on the development of innovative production processes, enhancing the in-house production capabilities and process to be more efficient, paralleled with being more environmentally friendly.

Big C Food Place: Food Destination of Healthy Food

In 2023, through BJC's commitment to elevate product safety, quality, health and nutrition, Big C food place format continues to expand its operations as a premium supermarket, with over 10,000 product SKUs available across its 11 stores. As it focuses on its position to be a "Healthy Food O2O Store" providing high quality health

products for consumers, from ready-to-eat products, organic products, and other nutritional products conveniently delivered to the consumers doorstep in a timely manner free of charge.



Healthy Food Fair

In October 2023, BJC Big C along with various health and medical products and supplements to foster health and nutritious awareness for BJC Big C employees. organized the “Healthy Food Fair” fest, bringing together a collection of diverse suppliers of health and nutritious products,



World Milk Day

On 18th May, 2023 in celebrating the World Milk Day, BJC Big C collaborated with 19 leading Milk brands to initiate the “World Milk Day @ Big C” for the 8th consecutive

years, promoting the health and nutritional benefits of Milk to the Thai population. The campaign was arranged between the 18th May to 7th June 2023, with a target to sell 120,000 boxes of milk, where for every box of milk bought, 1 box of milk will be donated to schools in need. At the end of the campaign, Big C donated 124,860 boxes of milk, valuing at 1,779,732 baht, to 30 schools.

Additionally, on 1st June 2023, Big C collaborated with the Ministry of Public Health and the Department of Health to announce a commitment to continue the promotion of Milk to elevate the Thai society's health.



Plant-Based Foods

Plant-based food products continue to attract interests by consumers throughout 2023, as new behavior and habits which prioritizes health and nutrition learned in 2022 becomes the new normal for consumers, elevating their respective health and nutrition. To support this change, BJC continues to offer a diverse selection of plant-based alternatives food and food products to consumers to meet their daily needs. Currently, there are over 73 plant-based products available in both perishable and frozen section at Big C stores nationwide. This is an increase from the 60 available plant-based products in the previous years

GMO

The new behavior and habits learned in 2022 for plant-based food, food safety, quality, health, and nutrition, products containing Genetically Modified Organism (GMO) ingredients remains to be a delicate option for consumers, as the long-term effects of prolonged consumption of GMO ingredients remain to be uncertain. In 2023, GMO products account for 16,088 million baht. For this reason, the enterprise Genetically Modified Organism Policy remains to be an irreplaceable framework used by all relevant operations to safeguard compliance with applicable GMO laws, regulations, and standard of all countries in which it operates. The policy safeguards that;

Raw materials are sourced from reliable sources, and are traceable.

Manage and store all raw materials which may contain GMO ingredients accordingly to prevent potential cross contaminations.

Publicly and clearly disclose all GMO information on product labels as required by applicable laws and regulations.

➔ GMO Policy

Organic Products

Organic products, which are grown and/or produced without the use of synthetic chemicals or Genetically Modified Organism (GMO) are often associated and seen as a source of healthy and nutritional food, and are continued to be demanded throughout 2023 by both health-conscious and general consumers demand organic products to elevate their respective quality of life. To secure the availability of organic products, BJC complies with the enterprise **Sustainable Sourcing of Agricultural Raw Material Policy**, where under clause 11, BJC commits to support the distribution of organic products to promote the health and safety of customers.

In 2023, Big C offered over 100 choices of organic foods and vegetables. The choices are available at 60 Big C stores, contributing 1,168,161,353 baht to the sales of food products at Big C.



Reduced Portion Size

BJC acknowledges the importance of an appropriate daily consumption of fat, sugar, and salt as recommended by the World Health Organization (WHO). For this reason, BJC integrates such considerations for all customers and continues to promote the appropriate consumption of all food and food related products throughout the reporting

year to ensure that individual consumers may enjoy the product's high quality, safety, and taste without over consuming the products, which may instead lead to negative adverse health consequences. In the spirit of this belief, BJC maintain its active identification of products in which it can reduce portion size to fit the recommended consumption of its products. A clear example of this is in the reduction of its potatoes snack, under the Tasto, and Bitee brands, which in addition to its original 69 grams, and 11 grams pack, consumers also have the option to choose smaller Tasto packs, available in sizes of 42 grams and 50 grams respectively.

Grievance Mechanisms & Process

Should stakeholders identify any breach of product safety, quality or nutrition in BJC's products, the company have established various channels to receive feedback for future improvement. BJC is also devoted to amend all identified negative impacts and violations, identified from complaint channels and onsite inspections and assessments, conducted by both internal and external auditors. Results are used to identify gaps and/or violations amongst suppliers to align with the company policy.

- The severity of violations is evaluated by BJC to determine the timeframe needed for corrective actions. BJC closely collaboration with the supplier to provide consultation assistance to improve and remediate gaps.
- BJC assessed the view, and opinions from relevant stakeholders, consolidated from various channels i.e. grievance channels, integrating such input into improvement processes. Improving existing processes, whilst preventing risk of future reoccurrence.

Customer Relationship Management (CRM)

The mission to serve customers' personal needs based on customer-centric and data-driven culture remain to be a priority for BJC throughout the 2023 reporting year. Fostering sustainable relationships with all customers to better serve their daily needs, the **Customer Relationship Management Process** remains to be an important guideline developed by the Marketing Department and governed by the Customer Relationship Management Department to manage all customer complaints.

Customer Complaint Channel



At BJC Big C, customer view, opinions, and complaints are viewed as an important source of information, integrated into the continuous development process to better meet their daily needs. To foster effective consolidation of such information, BJC continued to utilize the diverse transparent communication and grievance channels for all customers to voice their view, opinions, complaints, questions and/or suspected violations related to the product safety, quality, health, and nutrition through provided channels, which will promptly be investigated, managed and remediated by the Quality Assurance department or accountable departments in accordance with the complaint management procedure.

Customer Complaint Management



Additionally, the established grievance management procedures, guided BJC analyses customer feedback for appropriate development. In 2023, BJC found that customers complaints range from minor misunderstanding of product intended utilization, or misunderstanding of product labelling to critical incidents such as product damage and spoilage. These results have been reported to relevant department to be integrated into relevant policy and procedures development to prevent future reoccurrence.

In 2023, BJC had a total of 12 incidents related to its private label products, a significant decrease from the 23 incidents identified in 2022. The 12 incidents consist of 7 dry foods, 3 non-food products, and 2 home line products, ranging from minor incidents

such as misunderstanding of product intended utilization, or misunderstanding of product labelling to critical incidents such as product damage and spoilage.

Customer Satisfaction Measurements Program at Big C

BJC Big C continues to continuously collect and consolidate the view, opinions, and complaints of all customers throughout all operations. These valuable insights are collected through the corporate wide Voice of Customer (VOC) program.

Satisfaction Measurement	Unit	2020	2021	2022	2023	Target 2023
Satisfied respondents out of total number of respondents to the survey	%	94	94	90	91	91
Data coverage: Percentage of customers surveyed out of total number of customers, Percentage of revenues, etc.	%	100	100	100	100	

After examining the outcomes of the 2023 Voice of Customers (VOC) survey, analyzing four main criteria: 1) Staff, 2) Product, 3) Price and Promotions, and 4) Facility, encompassing a total of 33 sub-categories, BJC conducted a comprehensive evaluation considering both positive and negative feedback to facilitate transparent insights for future enhancements.

BJC observed an overall improvement in satisfaction scores across all Big C stores compared to 2022, attributed to the diligent efforts of the Big C's Retail Service Enhancement Program 2023, emphasizing customer satisfaction enhancement. The analysis revealed that customers primarily expect BJC to focus on four key areas: enhancing cashier's professionalism and service speed, offering more benefits that serve the needs to members, diversifying shops in the plaza area to serve target customers' diverse lifestyles, and ensuring sufficient product availability on shelves.

These expectations stem from BJC's ongoing commitment to meeting customer needs and delivering superior product safety and quality. To address identified issues, BJC has categorized them into short-, medium-, and long-term improvement plans, considering the nature of the issue, required duration of work, and budget constraints. Actions include enhancing employee training, expanding member benefits, and renovating all Big C branches to ensure continuous improvement and customer satisfaction.

Data and Cybersecurity and Privacy Protection

GRI 3-3, GRI 418-1

Exposure and Mitigation:

Throughout 2023, companies within the food and retailing industries globally, including those in Thailand, are faced with escalating cybersecurity risks amidst the rapid advancements of the digital era, driven by the continuous evolving approach customers used to interact with companies, seeking more accessibility and convenience. The proliferation of online transactions and the evolving threat landscape exposes the industry to increasingly vulnerable to sophisticated cyberattacks, such as ransomware, supply chain vulnerabilities, and data privacy breaches, causing detrimental impact on the positive corporate image, consumer human rights to privacy and corporate revenue. The growing volume of sensitive data especially in the food and retail business, coupled with the expanding attack surface, underscores the necessity for a proactive, reactive, and robust cybersecurity approach, which are crucial to safeguard customer information, upholding privacy standards, and maintaining stakeholder trust and ensure regulatory compliance. To mitigate cybersecurity risks, companies should adopt a comprehensive cybersecurity infrastructure by investing in a robust cybersecurity infrastructure that includes firewalls, intrusion detection systems, and/or other security measures, etc. Collaboration with supply chain partners to ensure that they are also taking steps to mitigate cybersecurity risks. Moreover, sensitive data should be encrypted to protect it from unauthorized access and organizations continuously monitor their systems and networks for signs of cyberattacks. Lastly, integrate threat intelligence into organization cybersecurity strategy and policy to stay up-to-date on the latest threats and prioritize comprehensive employee training to enhance cyber awareness and resilience.

In addition to evaluating its activities and business relationships for negative impacts, BJC also recognizes the importance of addressing any identified shortcomings and incorporating lessons learned into its operational policies and procedures. Upon thorough assessment, if any adverse effects on stakeholders or the environment are detected, BJC undertakes proactive measures to rectify the situation and prevent recurrence. This may involve revising internal processes, updating supplier guidelines, or implementing additional safeguards to mitigate risks. Furthermore, BJC prioritizes ongoing training and awareness programs to ensure that all employees are equipped with the necessary knowledge and skills to uphold ethical standards and contribute to sustainable practices. By embedding these lessons into its operational framework,

BJC strengthens its resilience to future challenges and solidifies its commitment to responsible corporate citizenship. This proactive approach not only safeguards against potential harm but also fosters a culture of continuous improvement and sustainability within the organization.

With over 141 years of operational experience within the Thai market, BJC exemplifies a sustainability approach in its commitment to lead by example and be a Trusted Partner for Sustainable Better Living, evident from its dedicated and commitment to fostering security and cybersecurity and confidence throughout the organization, across all associated stakeholders, including business supply chain partners, achieved through strict compliance with applicable data protection regulations, notably Thailand's national policy, the Personal Data Protection Act (PDPA), becoming a principle guideline which BJC must comply with, to adapt to the evolving data protection regulations and sets forth requirements for the collection, utilization, and disclosure of personal data. Failure to comply with the PDPA may result in significant fines and penalties.

Management Approach

As per BJC vision and commitment, it strives to drive its business forward, contribute to a sustainable society, and become a trusted partner dedicated to fostering sustainable living. This extends beyond offering the mere provision of products and services to prioritize safeguarding customer rights and promoting IT security literacy. To manage these expectations, BJC continually monitors and enhances its internal IT security policies and processes to ensure the safety of employees, the organization, and partners. This includes implementation of protocols such as the Escalation Process for Cyber Attacks and the specification of job roles in IT security to ensure personnel possess specialized skills and maintain vigilance regarding IT security/cybersecurity measures. The supportive initiatives encompass: 1. Privileged Access Management 2. Vulnerability Assessment and Penetration Testing 3. Data Immutability 4. Data Loss Prevention 5. Infrastructure Monitoring 6. IT Policies Based on Industry Standards.

Extending to both internal operations and external communications, BJC has established a robust organizational framework to ensure the safety of employees, organization, and valued business partners. This process is underpinned by a set of core principles including policy formulation, performance measurement, and process-driven initiatives, delineated as follows; 1. Escalation Process for Cyber Attacks 2. Manpower Allocation for IT Security & Compliance 3. Implementation of Security Measures and Standards 4. Enhanced Data Classification and Confidentiality Controls 5. Deployment of Data Loss Prevention Systems.

These key management policies and organizational framework were initiated in 2023 by the Cybersecurity Committee, with a focus on overseeing cybersecurity matters while emphasizing ethical conduct, IT system protection, and data security. They were subsequently developed by the Sustainability and Risk Management Department

(SRMD), and received consensus approval from the Cybersecurity Committee, which under Information Technology Management Structure. Following this, the Information and Cybersecurity Policy was integrated and tailored to the specific operational requirements of relevant departments, allowing for flexibility in implementation for each business unit. Additionally, the Quality Assurance Departments across all business units and facilities utilize these corporate policies as fundamental compliance guide-lines for ensuring diligent monitoring and adherence to safety and quality standards. This entails regular monitoring and follow-up activities to uphold safety protocols and maintain quality assurance.

➡ Personal Data Protection Policy

Beyond internal policy development and updates, BJC conducts regular assessments, audits, and on-site evaluations where applicable. Moreover, independent third-party audits are employed to uphold the highest standards of security and compliance across all operations. In addition, BJC and its subsidiary organizations collaborate with external entities for standardization and assessments, including ISO27001 certification, Vulnerability Assessment, and Penetration Testing from external parties (simulated hacker attacks as part of third-party vulnerability analysis), with these assessments being reviewed and tested annually. There is a clear escalation process which employees and stakeholders can make complaint or report something suspicious related to information security and cyberattacks so the company have appropriate corrective and preventive communication procedures to manage about the issue. All employees are responsible for reporting information immediately about suspicious events that bring to infringement of policies and measures, data theft, intervention, invasion, or destruction of information systems that affect information security or cause damage to the company.

➡ Information and Cybersecurity Policy

Enhancement of IT Management Structure

Prior to 2023 until currently, BJC's Management Board acknowledged the paramount importance of cybersecurity and has taken substantial measures to prioritize it within the organization. This included the approval of an Information Technology Management Structure led by the Chief Executive Officer and President. Under this structure, integrates cybersecurity principles throughout the entire value chain and investments in big data development through C Smart Solution (CSS) were made, alongside the oversight of IT management systems by the Executive Vice President of the IT department, who also serves as the Chief Information Officer (CIO). This integration of cybersecurity was a central focus, achieved through a comprehensive corporate-wide information technology strategy emphasizing Confidentiality, Integrity, and Availability (CIA). Management of internal information technology was entrusted to the Management Information System department, with dedicated attention to developing robust cybersecurity infrastructure and guidelines. The Information Technology Security Department was tasked with managing all cybersecurity incidents and ensuring

alignment with internal guidelines and external regulations, reflecting BJC's steadfast commitment to information security and cybersecurity resilience amidst the challenges posed by emergent technologies.

BJC is committed to protecting its information assets from unauthorized access, use, disclosure, disruption, modification, or destruction. In 2023, BJC prioritized IT Security/Cybersecurity Governance and Cyber Resilience, leading to the establishment of a Cybersecurity Committee and Cybersecurity Working Group. These bodies were tasked with overseeing cybersecurity issues, emphasizing ethical conduct, IT system protection, and data security, alongside cybersecurity measures. To further enhance its privacy measures, BJC has implemented a comprehensive privacy policy. This policy outlines clear guidelines and procedures for the protection of sensitive information, including customer data, employee records, and proprietary business data. A designated person or department has been appointed to oversee compliance with privacy regulations and ensure that systems and procedures are in place to safeguard privacy rights. This individual or team is responsible for conducting regular privacy assessments, monitoring data handling practices, and addressing any privacy breaches promptly and effectively. Additionally, BJC conducts regular privacy training and awareness programs for employees to promote a culture of privacy consciousness throughout the organization. By prioritizing privacy protection and adhering to industry best practices, BJC aims to maintain the trust and confidence of its stakeholders while mitigating privacy-related risks.

In addition to enhancing operational efficiency, BJC undertook a review and update of IT job descriptions for IT Security & Compliance staff, particularly those involved in data center management, in the year 2023. This initiative aimed to ensure modernization and specialization in IT Security/Cybersecurity roles, enabling staff to effectively address the evolving landscape of IT security challenges. The updated job descriptions encompass a range of responsibilities, including: 1. Network and security design 2. Security monitoring 3. Management of security incidents and issues 4. Integration and proof of concept (POC) for security measures 5. Security utilization optimization 6. Resolution of IT issues 7. Monitoring and maintenance of data center operations 8. Execution of system operations 9. Preparation of data center reports 10. Vendor service management 11. Updating IT inventory and IT rack diagrams (Bay face) within the Data Center Infrastructure Management (DCIM) software 12. Provision of IT knowledge training and other related tasks.

These refined job descriptions align with BJC's commitment to robust IT security practices and ensure that staff are equipped with the necessary skills and expertise to effectively manage IT security and compliance within the organization. By delineating clear responsibilities and expectations, BJC strengthens its capacity to address the dynamic challenges of IT security and compliance. These initiatives underscore BJC's commitment to maintaining a robust and secure IT infrastructure, essential for driving organizational success in an increasingly digitalized environment, positioning BJC for sustained success in the digital age.

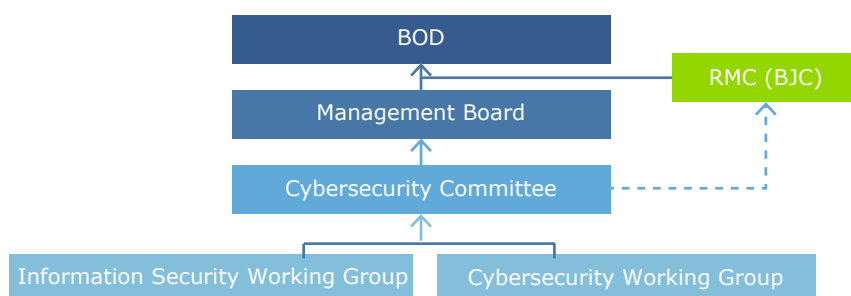
Cybersecurity Management Process

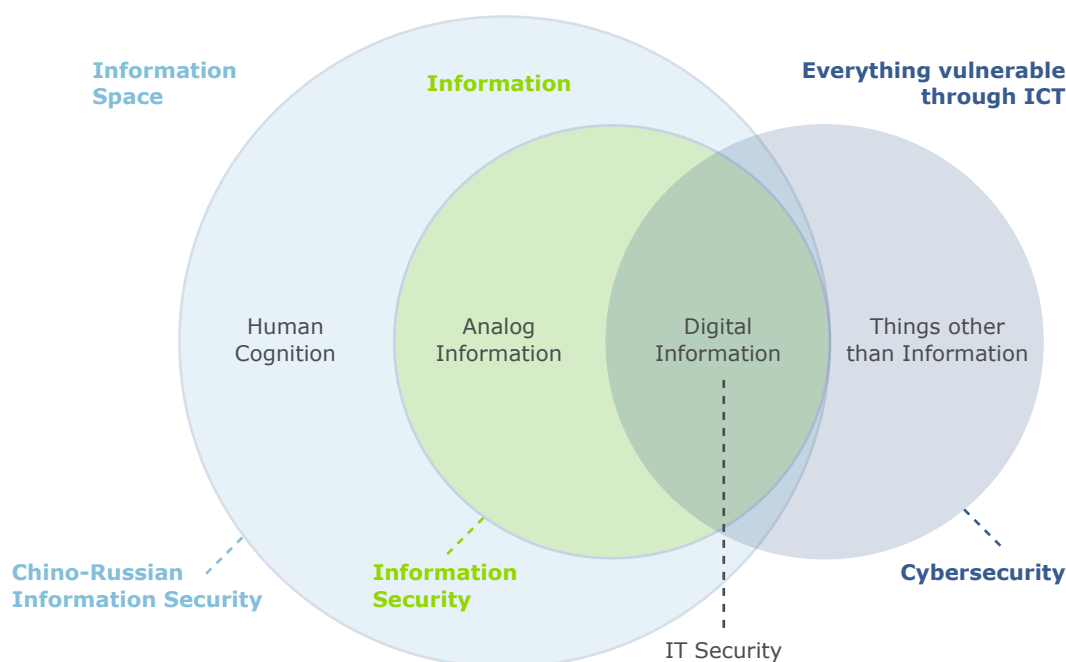
BJC continued its unwavering commitment to information security, setting an industry standard by certifying its Information Security Cybersecurity Management Process Management System (ISMS) in accordance with ISO 27001 standards. Amidst the evolving landscape of cybersecurity challenges, exacerbated by the pandemic-induced transition to remote work, BJC further solidified its dedication to leading by example in information security. The company responded proactively by developing and implementing enhanced protocols, policies, and preventive measures to ensure the secure handling of internal information. Leveraging a comprehensive Cybersecurity Management Process, BJC actively identifies and addresses cyber threats, fostering a culture of vigilance among employees who are encouraged to report any suspicious activity. This approach ensures that all IT risk incidents are meticulously managed and reported to the Risk Management Committee, aligning with internationally recognized standards like ISMS (ISO 27001) and the Enterprise Risk Management framework (ERM), thereby underscoring BJC's commitment to effectively managing cybersecurity risks and preventing potential operational impacts.

By prioritizing cybersecurity initiatives across multifaceted levels, BJC sets a strong example for other organizations, highlighting the paramount importance of proactive measures and comprehensive risk management strategies. In recognition of the escalating cybersecurity landscape, BJC initiated the establishment of a dedicated Cybersecurity Committee and Cybersecurity Working Group in 2023. These entities are entrusted with ensuring good governance management for cybersecurity, enhancing operational efficiency on a daily basis. Tasked with policy formulation, strategy development, and risk management pertaining to cybersecurity, the Cybersecurity Committee and Working Group oversee vital organizational information and data. They conduct regular monitoring of critical issues and provide reports on risk and opportunity management, ensuring that the Risk Management Committee receives at least an annual update on cybersecurity matters.

BJC's proactive approach to cybersecurity governance reflects its commitment to staying at the forefront of industry best practices and safeguarding its assets against evolving threats. Through the establishment of specialized committees and adherence to rigorous standards, BJC continues to demonstrate its leadership in information security, setting benchmarks for excellence in cybersecurity management processes.

Information Technology Management Structure and Reporting





Cybersecurity Initiatives in 2023

Cybersecurity Operations

In response to the ever-evolving landscape of cybersecurity threats, BJC has continued to bolster cybersecurity operations, ensuring robust measures are in place to safeguard digital assets and promoting data integrity and responsibility data management practices across the organization. The key initiatives undertaken in 2023 are as following:

1. Policy for Portable Media Usage

In 2023, BJC implemented a policy governing the usage of portable media, notably USB drives, allowing departments or business units located at the company's headquarter to use USB drives for data storage and transfer. However, other units or business branches outside the headquarter are restricted from using USB drives. In cases where it's essential for units or business branches not based at headquarters to use USB drives, have a legitimate need to use USB drives, they must obtain permission and approval from the supervising department or Information System Division on a case-by-case basis.

2. Data Encryption Control Policy

BJC's Information System Division has initiated the implementation of a Data Loss Prevention (DLP) policy to mitigate data breaches. This includes monitoring the behavior of organization users in accessing files and folders for unauthorized file transfers via email systems. Furthermore, the policy involves monitoring the transmission of sensitive data. The policy has been disseminated to all personnel within the organization to prepare them for understanding and compliance. Furthermore, preparations are underway for the installation of relevant management systems.

3. Data Classification and Confidentiality Inspection

BJC's Information System Division has established protocols for data classification and confidentiality inspection. The company's data ownership policy grants the company full ownership of all data stored or transmitted on the company's computer systems and networks. The company reserves the right to access data without prior notification to employees in necessary circumstances. However, the company does not own data that belongs to customers or external individuals, including software or materials protected by patents or copyrights. Responsibilities regarding company data are divided into Data Owner, Data Steward, and Data User roles.

There are levels of data classification, divided into Highly Confidential, Restricted, Internal, and public categories, with controls implemented throughout the guidelines encompassing, data creation, usage, data transmission, data storage, and data destruction. The IT Security & Compliance Team is responsible for monitoring from database usage, data exportation, data disclosure to external parties, data and software exchanges between companies, usage of portable storage media, and data encryption.

Additionally, there are surveillance and tracking systems in place, including the use of Assure Information Protection (AIP) tools to monitor user activities regarding file and folder access, examination of event histories (e.g., file creation, deletion, copying, moving) on the network, determination of actual file owners. Furthermore, policies are in place to prevent the unauthorized transmission of files via email, such as files without password protection, confidential files, or payroll slips, among others. Regular inspections are conducted on important data transmitted or copied to other data sources, including removable media, network printers, local printers, network shared drives, CD/DVDs, among others.

These initiatives signify BJC unwavering commitment to maintaining the highest standards of cybersecurity and data protection across all facets of operations. Through continuous vigilance and proactive measures, BJC aim to mitigate cybersecurity risks and safeguard organization's invaluable assets

Cultivating a Culture of Cybersecurity Awareness

BJC recognizes that cybersecurity and privacy protection are critical to the success of any organization in the digital age. To ensure that employees are equipped with the knowledge and skills necessary to protect data and systems, BJC consistently conducts IT Digital, Cyber Security, and Privacy Protection training courses for its personnel, aimed at updating policies, enhancing knowledge and understanding, and preventing potential breaches or security incidents. The primary objective is to elevate the IT and cybersecurity literacy of employees across the organization. Notably, in 2023, 3 training highlight courses were organized, including the Security Awareness course, Data Classification course and Digital Transformation Canvas, which were made available to all employees within the company.



These Security Awareness course and Data Classification course training initiatives are crucial in ensuring that employees are equipped with the necessary skills and awareness to navigate the complexities of digital and cybersecurity landscapes. By participating in these courses, employees gained insights into best practices for digital security awareness, data classification, ensuring the proper digital literacies, handling and mitigate potential risks and vulnerabilities. Additionally, the Digital Transformation Canvas course empowered employees to understand and leverage digital tools and technologies proactively to the organization's digital resilience and success in an ever-evolving digital ecosystem while prioritizing security and privacy considerations.

BJC is firmly committed to safeguarding both data and systems against cyber threats, in addition to ensuring the privacy of its customers, partners, and employees. This commitment underscores the importance of Cybersecurity and Privacy Protection, which are supported by comprehensive training initiatives implemented across the organization. Through the prioritization of IT Digital, Cyber Security, and Privacy Protection training programs, BJC ensures that its personnel are equipped with the necessary skills to securely navigate the ever-evolving digital landscape. These initiatives not only enhance the skills and awareness of employees but also foster a culture of cybersecurity resilience within the company. It is noteworthy that the scope of BJC's privacy policy extends to cover the entire operations, including suppliers. Looking ahead, BJC remains steadfast in its commitment to staying abreast of emerging threats and technologies, thereby ensuring the continued protection of its digital assets and upholding the trust of stakeholder's cybersecurity.

Supply Chain Management

GRI 3-3, 308-1, 308-2, 406-1, 407-1, 408-1, 409-1, 414-1, 414-2, 203-1, 203-2

Supply Chain Management Strategy

Berli Jucker Public Company Limited (BJC) recognizes the strategic importance of a resilient and adaptable supply chain in meeting the ever-evolving demands of consumers and navigating an increasingly complex global environment. In 2023, the global supply chain ecosystem encountered notable disruptions, including geopolitical conflicts, economic volatility, and escalating environmental concerns, highlighting the crucial need for robust and sustainable supply chain management.

BJC has responded to these challenges by investing in a multi-faceted approach to supply chain management, aimed at not only mitigating risks but also fostering long-term sustainability. This includes diversifying sourcing strategies to reduce reliance on single-source dependencies and strengthen the overall resilience of the supply network. The company is also leveraging innovative technologies to enhance traceability and transparency throughout the value chain, empowering consumers with greater visibility into product origins and journeys. In addition, BJC is committed to fostering strong partnerships with suppliers, particularly local SMEs, through capacity-building initiatives that promote sustainable practices and shared value creation. By embracing data-driven insights and analytics, BJC is optimizing its operations, reducing waste, and minimizing its environmental impact. Furthermore, BJC remains steadfast in its commitment to upholding human rights and ensuring decent working conditions throughout its supply chain, recognizing the importance of ethical practices in building a sustainable future for all. Through these comprehensive efforts, BJC is not only navigating the challenges of the present but also building a resilient and responsible supply chain that can thrive in the face of future uncertainties.

Supply Chain Management Approach

BJC is steadfast in its commitment to responsible and sustainable supply chain management, recognizing its crucial role in mitigating risk, enhancing operational efficiency, and fostering positive societal and environmental impact. BJC's holistic approach to supply chain management is anchored in a comprehensive **Supplier Code of Conduct**, which articulates the company's expectations for ethical business practices, social responsibility, and environmental stewardship. This code is diligently enforced throughout BJC's global network of suppliers and partners, with oversight

provided by a cross-functional team dedicated to continuous improvement and adaptation to emerging challenges.

In 2023, BJC continued to strengthen its sustainable supplier selection process by integrating a robust environmental, social, and governance (ESG) framework into supplier evaluations. This process encompasses a meticulous assessment of labor practices, resource management, product quality and safety, and adherence to international standards. By meticulously evaluating suppliers based on these comprehensive criteria, BJC fosters partnerships with organizations that share the company's commitment to sustainable business practices. The company believes that a collaborative approach to supplier development is key to achieving sustainability ambitions. Through ongoing training programs, knowledge sharing initiatives, and capacity-building efforts, suppliers are empowered to adopt sustainable practices and elevate their performance, thus creating a more resilient and responsible supply chain ecosystem. Furthermore, BJC leverages cutting-edge technology to enhance transparency and traceability within the supply chain, ensuring that products can be traced from their origin to the end consumer. This commitment to transparency not only instills greater confidence in consumers but also enables the company to proactively identify and address potential risks or inefficiencies in the supply chain. By upholding stringent standards, fostering collaboration, and embracing transparency, BJC is shaping a supply chain that is not only a source of competitive advantage but also a catalyst for positive change in the communities where it operates.

Human Rights and Labor Management

- 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

Environment

- Greenhouse gas emissions and energy consumption
- Pollution prevention and waste management
- Resource efficiency
- Biodiversity, no deforestation, or land conservation

Business Ethics

- Anti-corruption and conflict of interest
- Anti-competitiveness

Supplier Code of Conduct

All suppliers and relevant employees have been duly informed about, acknowledged, and trained in the Supplier Code of Conduct. Moreover, a Supplier Risk Assessment, which incorporates Environmental, Social, and Governance (ESG) criteria, has been seamlessly integrated into the screening process for new suppliers, emphasizing environmental and social considerations.

➔ Supplier Code of Conduct

BJC is steadfast in its commitment to responsible and sustainable sourcing, as reflected in its Supplier Code of Conduct. This commitment mandates the procurement of raw materials and products exclusively from suppliers who uphold ethical and sustainable business practices. To ensure compliance, BJC employs a rigorous supplier selection and management process that encompasses identification, assessment, and continuous monitoring of suppliers.

1. Supplier ESG Program

Integrates ESG factors throughout our supply chain for sustainable practices.

- Governance: Oversight by Board of Directors, execution by Executive Management.
- Purchasing Practices: Aligned with ESG requirements.
- Supplier Requirements: Minimum standards, preference for strong performance.
- Training: On ESG in the supply chain for buyers and stakeholders.
- Continuous Improvement: Program evolves with ESG best practices.

3. Supplier Risk Assessment:

- Country-Specific Risks: Political, economic, regulatory, and environmental factors.
- Sector-Specific Risks: Unique risks inherent to the supplier's industry.
- Commodity-Specific Risks: Risks related to raw materials or products sourced.

4. Significant Supplier Identification and Data Consolidation:

- High ESG Risk: Substantial risk of negative environmental, social, or governance impacts.
- High Business Relevance: Crucial products or services with high dependency or irreplaceable nature.
- Combination of Both: High ESG risk and high business relevance.

2. Supplier Screening and Identification of Critical Suppliers

- Potential suppliers undergo rigorous ESG screening to assess their sustainability commitment.
- Critical suppliers, both Tier 1 (direct) and non-Tier 1 (indirect), are identified based on their strategic importance and impact on BJC's operations.
- Critical supplier identification considers total spending and strategic factors like dependency and substitutability.
- Post-screening, tailored engagement plans are developed, focusing on areas for improvement through assessments and training programs.

5. Supplier Assessment and Development:

BJC's commitment to sustainable supply chain management is evident in its comprehensive supplier assessment and development framework;

- Assessment: Multifaceted approach including on-site assessments using internationally recognized standards, desktop reviews, and third-party audits. Corrective Action: Misalignments with standards are addressed through prompt communication and improvement plans. Non-compliance can lead to termination.
- Development: Proactive approach focusing on supplier relationship management, capacity building, empowering local farmers, and promoting sustainable agricultural practices and animal welfare.

I. ESG Program

BJC recognizes the importance of integrating Environmental, Social, and Governance (ESG) factors into our supply chain. We are committed to fostering sustainable practices with our suppliers to create positive impacts on our stakeholders and the environment.

Program Governance

- **Oversight:** The **Board of Directors** maintains ultimate responsibility for overseeing the implementation of the Supplier ESG Program. This includes setting strategic direction, reviewing performance, and ensuring alignment with BJC's overall sustainability goals.
- **Implementation:** Executive Management is responsible for the day-to-day execution of the program, developing and enforcing policies, monitoring supplier performance, and driving continuous improvement.

Purchasing Practices

BJC regularly reviews our purchasing practices to ensure they are consistent with our Supplier Code of Conduct and ESG requirements. This includes:

- Evaluating potential conflicts between purchasing practices and ESG principles.
- Assessing the ESG performance of existing and potential suppliers.
- Identifying opportunities to promote sustainable practices throughout the supply chain.

Supplier Requirements

- **Minimum ESG Standards:** BJC has established minimum ESG requirements for all suppliers. Suppliers unable to meet these standards within a defined timeframe may be excluded from future contracting.
- **ESG Performance in Supplier Selection:** BJC gives preference to suppliers with strong ESG performance. A minimum weight is applied to ESG criteria in supplier selection and contract awarding processes.

Training and Capacity Building

BJC is committed to equipping our buyers and internal stakeholders with the knowledge and skills necessary to support the Supplier ESG Program. We provide ongoing training on:

- The importance of ESG in the supply chain.
- BJC's ESG expectations for suppliers.
- How to evaluate supplier ESG performance.
- Strategies for collaborating with suppliers on ESG initiatives.

Continuous Improvement

BJC's Supplier ESG Program is a dynamic initiative that will evolve as ESG best practices and regulations change. We are committed to continuously improving our program through:

- Regular review and updating of our Supplier Code of Conduct and ESG requirements.
- Monitoring emerging ESG trends and incorporating them into our program.
- Engaging with stakeholders to gather feedback and identify areas for improvement.

BJC believes that a strong Supplier ESG Program is essential for building a sustainable and resilient supply chain. We are committed to working collaboratively with our suppliers to drive positive change and create long-term value for all stakeholders.

II. Supplier Screening

The process commences with a thorough identification of potential suppliers through diverse channels, including market research, industry networks, and referrals. Prospective suppliers then undergo a rigorous screening process, utilizing a comprehensive set of Environmental, Social, and Governance (ESG) indicators to evaluate their performance across various sustainability dimensions, encompassing resource management, labor practices, human rights, and ethical business conduct. Through this initial screening, BJC identifies critical suppliers, categorized as either critical tier 1 suppliers, who directly provide essential goods and services, or critical non-tier 1 suppliers, whose products or services, while not directly supplied, are nevertheless integral to BJC's operational continuity. Following this initial screening, BJC conducts a comprehensive risk assessment to evaluate and mitigate potential risks associated with each supplier. This assessment considers a broad spectrum of risk factors, including country-specific, sector-specific, and commodity-specific risks.

Based on the outcomes of the screening include identification of critical supplier and risk assessment processes, BJC develops tailored engagement plans for each supplier, with a focus on areas requiring enhancement. These plans may involve Supplier assessment and comprehensive training programs.

Identification of Critical Suppliers

For critical suppliers, the assessment encompasses meticulous on-site evaluations to gain a nuanced understanding of their operational context, pinpoint potential vulnerabilities, and collaboratively develop effective risk mitigation strategies.

Critical Supplier Identification Process

**Identify “Critical Supplier”
by using the following criteria:**

- Total Spending per year
- Critical component suppliers
- Non-substitutable suppliers
- Key Strategic supplier



BJC recognizes the pivotal role that suppliers play in its overall operations and sustainability goals. To ensure a robust and responsible supply chain, BJC employs a tiered approach to supplier management, categorizing suppliers based on their total spending and strategic importance to the company’s operations. This tiered classification enables BJC to allocate resources efficiently and implement tailored engagement strategies for each supplier group, fostering a collaborative environment that promotes mutual growth and shared value.

Critical Suppliers /High Business Relevance:

BJC defines critical or High Business Relevance suppliers as those who provide goods, materials, services, or intellectual property that significantly impact the company’s operations, competitive advantage, and long-term success. These suppliers are further classified into two categories:

- **Critical Tier 1 Suppliers:** These suppliers directly provide BJC with essential products, materials, and services.
- **Critical Non-Tier 1 Suppliers:** These suppliers, while not directly supplying BJC, provide crucial products or services to other suppliers within the company’s supply chain network.

The identification of critical suppliers is based on a dual assessment criteria:

- **Total Spending per Year:** Trade suppliers must account for over 70% of total procurement expenses, while non-trade suppliers must account for over 80%.

- **Strategic Importance:** Suppliers who provide key components, have high dependency, or offer non-substitutable goods or services are considered critical. This includes after-sales service providers and suppliers of high-demand products.

III. Supplier Risk Assessment

BJC recognizes that a robust supplier risk assessment and management process is fundamental to ensuring the resilience, sustainability, and ethical integrity of its supply chain. This multifaceted process, guided by the company's Supplier Code of Conduct and Sustainable Supplier Management Policy, encompasses a range of activities designed to identify, evaluate, and mitigate potential risks associated with BJC's diverse supplier network.

Risk Assessment Framework:

BJC's risk assessment framework is comprehensive, taking into account a wide array of factors that could potentially impact the company's supply chain operations. These factors include:

- **Country-Specific Risks:** Political instability, economic volatility, regulatory changes, natural disasters, and other geopolitical events that could disrupt the supply of goods or services.
- **Sector-Specific Risks:** Unique risks associated with the specific industry or sector in which the supplier operates, such as labor practices, environmental impacts, and regulatory compliance requirements.
- **Commodity-Specific Risks:** Risks related to the specific raw materials or products sourced from the supplier, including supply chain disruptions, price volatility, and quality concerns.

IV. Significant Supplier Identification and Data Consolidation

Following the identification of critical suppliers and the completion of risk assessments, BJC consolidates pertinent data and further classifies critical suppliers as "significant suppliers" if they meet specific criteria:

- **High ESG Risk:** Suppliers with a substantial risk of negative environmental, social, or governance impacts.
- **High Business Relevance:** Suppliers whose products or services are of paramount importance to BJC's business operations, often characterized by high dependency or the provision of irreplaceable goods or services.

- **Combination of Both:** Suppliers exhibiting both high ESG risk and high business relevance.

By consolidating data on significant suppliers, BJC aims to prioritize engagement and risk mitigation efforts, ensuring that these suppliers receive heightened attention and support in addressing potential vulnerabilities and enhancing their sustainability performance. This targeted approach allows BJC to proactively manage risks and foster a more resilient and responsible supply chain.

Throughout 2023, this rigorous selection process resulted in the identification of 8,561 suppliers, comprising 7,595 local suppliers (89%) and 966 international suppliers (10%). All selected suppliers are required to acknowledge and adhere to BJC's Supplier Code of Conduct.

V. Supplier Assessment and Development

In 2023, BJC reinforced its dedication to sustainable supply chain management by incorporating environmental, social, and governance (ESG) criteria into its supplier assessment and development framework. This comprehensive approach ensures that suppliers adhere to BJC's stringent quality and safety standards while also aligning with the company's core values and commitment to social and environmental responsibility.

Supplier Assessment

In 2023, BJC conducted numerous supplier assessments, supplementing these with independent third-party audits for enhanced transparency and accountability. This multifaceted approach to risk assessment and management allows BJC to proactively identify and address potential vulnerabilities, build resilience into its supply chain, and foster sustainable partnerships with suppliers who share the company's dedication to ethical and responsible business practices following BJC supplier code of conduct

BJC employs a multifaceted approach to assess and monitor supplier performance, including:

1. On-Site Assessments: On-Site Assessments: Conducted by BJC's internal teams or independent third-party auditors, these assessments utilize internationally recognized standards and methodologies such as the ISO 26000 Guidance on Social Responsibility and the Global Reporting Initiative (GRI) Standards. These assessments provide a detailed evaluation of a supplier's operations, ESG performance, and risk management practices, specifically tailored to the Thai context. They offer valuable insights into the supplier's operational context, potential vulnerabilities, and opportunities for improvement in alignment with Thailand's sustainability goals and regulations.

2. Desktop Reviews: Leveraging data sources such as supplier self-assessments, publicly available information, and industry benchmarks, desktop reviews offer a preliminary evaluation of a supplier's sustainability performance and risk profile. This allows for the prioritization of suppliers for further, more in-depth assessment.

3. Third-Party Audits: Engaging independent third-party auditors to conduct comprehensive assessments of supplier's ESG performance and risk management practices. Independent audits of supplier's ESG performance and risk management practices provide an objective and unbiased assessment, enhancing transparency and credibility in the supplier evaluation process.

By leveraging this multifaceted approach, BJC ensures that supplier performance is monitored consistently and systematically, enabling early identification of potential issues, proactive risk mitigation, and continuous improvement throughout the supply chain.

Supplier Corrective Action/ improvement Plans:

Following on-site assessments of critical suppliers, BJC has identified a number of suppliers classified as high or medium risk based on criteria outlined in the Supplier Code of Conduct. Any misalignments identified are promptly communicated to the relevant suppliers, facilitating improvements within agreed-upon timeframes. These findings are also integrated into BJC's internal operations to raise awareness and drive continuous improvement. Notably, the Fresh Food business unit conducted 30 audits in 2023, with all suppliers meeting the required standards. Should a supplier fail to meet BJC's standards despite remediation efforts, the business relationship may be terminated. This rigorous assessment and ongoing monitoring process is integral to BJC's comprehensive supplier risk management strategy, ensuring the resilience and positive impact of its supply chain, with no misalignments resulting in legal or financial repercussions for BJC Group or compromising customer health and safety. Details regarding the number of suppliers identified as high and medium risk, along with specific misalignment issues, can be found on the company's sustainability website.

➡ Supply Chain Management

Supplier development

BJC acknowledges that a robust and resilient supply chain relies not only on risk mitigation but also on the continuous enhancement of capabilities and performance among its suppliers. BJC adopts a proactive stance towards supplier development as an integral element of its broader sustainability strategy. This approach entails a comprehensive framework aimed at empowering suppliers, fostering responsible business practices, and driving continual improvement across the value chain. Furthermore, BJC is dedicated to nurturing a collaborative environment wherein

suppliers are provided with the necessary knowledge, resources, and support to enhance their sustainability performance, thereby contributing to a more responsible and ethical supply chain ecosystem.

BJC's supplier development strategy is multifaceted and encompasses a range of initiatives tailored to address the unique needs and challenges encountered by different supplier groups. These initiatives are founded on the principles of shared value creation, recognizing the inherent interconnectedness between the success of BJC and that of its suppliers.

BJC's supplier development initiatives in 2023 focused on the following key areas:

1. Supplier Relationship Management and Capacity Building:

BJC cultivates collaborative partnerships with its suppliers, recognizing that effective communication and mutual support are integral to achieving shared sustainability objectives. The company maintains regular dialogues with its suppliers, offering feedback on performance, pinpointing areas for enhancement, and providing guidance on implementing best practices. This collaborative approach ensures that suppliers not only understand BJC's expectations but also have the requisite resources and assistance to fulfill them. Moreover, BJC places significant emphasis on bolstering the capabilities of its suppliers, particularly small and medium-sized enterprises (SMEs), through diverse training programs and workshops. In 2023, the company conducted an extensive two-day training initiative titled "Sustainability Essentials for Suppliers," involving 64 Big C suppliers. This meticulously designed program aimed to disseminate best practices in sustainable development, encompassing a wide array of topics across Environmental, Social, and Governance (ESG) considerations. The curriculum covered crucial areas such as sustainable supply chain management, risk assessment, climate change mitigation, waste management, sustainable packaging solutions, occupational health and safety standards, human rights principles, and community engagement strategies.

Additionally, in November 2023, the Sustainability and Risk Management Department, in conjunction with sustainability working teams from each business unit, orchestrated the "Sustainability Essentials for 64 Suppliers" program, tailored explicitly for Big C's supplier base, with a particular focus on SMEs. This comprehensive training endeavor aimed to instill robust understanding and adoption of sustainable development practices across all facets of ESG. The program encompassed a structured agenda comprising four key modules:

1. Introduction: Providing suppliers with foundational knowledge on sustainable development principles, global trends, and the imperative of business sustainability.

2. Economic and Governance: Equipping participants with insights into sustainable supply chain management, adherence to the Supplier Code of Conduct, business continuity planning, risk assessment, and risk mitigation strategies.
3. Environmental: Addressing pressing environmental concerns such as climate change mitigation strategies, effective waste management techniques, and the adoption of sustainable packaging solutions.
4. Social: Facilitating knowledge exchange through real-world case studies focused on occupational health and safety standards, human rights considerations, and fostering mutually beneficial community relationships.

Throughout 2023, BJC continued to champion environmental responsibility within its supply chain through comprehensive supplier development initiatives. A key focus was supporting key suppliers in achieving Green Industry Level 2 certification, a recognition awarded by the Department of Industrial Works, Ministry of Industry, for adherence to stringent environmental standards. Led by a cross-functional steering committee comprising sustainability, purchasing, human resources, quality management, and safety & environment experts, BJC provided comprehensive training and consultation to 147 suppliers. The training encompassed a wide array of topics, including sustainable organization development, green industry requirements, and practical guidance on implementing environmental projects.

Specific modules included:

1. *Background of the Green Industry Level 2 project:* Providing suppliers with a comprehensive understanding of the project's objectives, benefits, and the steps involved in achieving Green Industry Level 2 certification.
2. *Developing a sustainable organization:* Sharing best practices and lessons learned from BJC's own sustainability journey, with reference to relevant sections of the company's sustainability report.
3. *Green Industry Level 2 requirements:* Detailing the specific criteria and standards that suppliers must meet to achieve certification, including green activities and guidelines for submitting applications to the Department of Industrial Works.
4. *Workshop on environmental project writing and implementation:* Equipping suppliers with the knowledge and skills necessary to develop and implement effective environmental projects within their organizations.

BJC Subsidiaries with Green Industry Awards (GI)	
BJC Subsidiary	Green Industry Award
Berli Jucker Cellox (CPC), Bang Plee, and Prachinburi	GI5
Thai Glass Industries (TGI)	GI5
Thai Malaya Glass (TMG)	GI4
Rubia Industries Limited (RIL)	GI4
Berli Jucker Foods (BJF)	GI3
Thai Scandic Steel (TSS)	GI3

By empowering suppliers to embrace environmental responsibility and sustainable practices, BJC is fostering a greener and more resilient supply chain. This commitment to continuous improvement not only benefits the environment but also strengthens BJC's competitive advantage and contributes to its long-term sustainability goals.

Strategic Local Sourcing and Agricultural Capacity Building at Berli Jucker Food

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

Contract Farming Model:

BJF's contract farming model engages farmers who supply 95% of the company's raw materials, primarily essential crops such as potatoes and sweet potatoes. This mutually beneficial partnership offers farmers income stability through pre-negotiated prices, mitigating the risks associated with market fluctuations. To further enhance agricultural capabilities, BJF provides comprehensive training and knowledge transfer programs, facilitated by a team of 26 agronomists. These initiatives empower farmers with cutting-edge agricultural techniques and technologies, ensuring optimal crop quality and safety.

Cooperative Farming Model:

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

Quality Assurance and Sustainability Framework:

BJF is unwavering in its commitment to upholding stringent quality and safety standards. In 2023, a substantial volume of raw materials was sourced from farmers registered

under the Good Agricultural Practices (GAP) program of the Department of Agriculture, marking six consecutive years of GAP compliance across BJC's supply chain. Rigorous annual audits conducted by the Department of Agriculture reinforce quality control measures and foster positive relationships between farmers and BJC.

The GAP system encompasses comprehensive monitoring of various farming practices, including crop yields, growth cycles, product quality, and fertilizer usage. This data-driven approach enables continuous improvement and incentivizes the adoption of organic fertilizers, thereby minimizing the environmental impact of chemical inputs. BJC further extended its sustainability efforts in 2023 by implementing water resource management practices that promote efficient irrigation techniques, reducing water consumption across 1,371 acres of farmland.

Strategic Impact:

BJC's investment in local agricultural capacity building has yielded significant benefits:

- **Supply Chain Resilience:** Reduced vulnerability to global market volatility.
- **Enhanced Farmer Livelihoods:** Income security and access to training for contracted farmers.
- **Superior Product Quality:** Consistent adherence to GAP standards and continuous improvement through knowledge exchange.
- **Environmental Sustainability:** Reduced reliance on chemical fertilizers and adoption of water-efficient irrigation practices.

By empowering local farmers and prioritizing sustainable agricultural practices, BJC is forging a resilient and responsible supply chain that generates positive outcomes for both the company and the communities it serves.

2. Empowering Local Farmers:

BJC demonstrates a steadfast commitment to community support and local farmer empowerment through initiatives like the Smart Farming System project and the "Big C Big Smart Local" campaign. These endeavors provide farmers with access to modern agricultural techniques, training, and novel market opportunities, ultimately enhancing crop quality, yield, and fostering economic growth within local communities.

Big C Big Smart Local

In collaboration with the Department of Business Development of the Ministry of Commerce, BJC upholds the "Big C Big Smart Local" campaign, initiated in 2022. This

campaign aims to identify and cultivate potential SMEs, One Tambon One Product (OTOP) enterprises, and local farmers, elevating their product quality, safety, and nutritional value for sale on Big C online platforms. Working closely with dedicated experts from Big C, participating SMEs, OTOP, and local farmers receive guidance and practical demonstrations to enhance product quality and safety, meeting market demands while prioritizing consumer safety by minimizing chemical usage. This initiative not only expands business opportunities for small enterprises but also benefits customers by offering high-quality, locally sourced products in Big C Supercenters nationwide. In 2023, under this campaign, Big C procured 3,657 tons of seasonal fruits, such as durian, mangosteen, rambutan, longan, and salak, from the eastern region, promoting local fruit consumption and supporting regional agriculture.



On August 31, 2023, Big C continued its support and participation in the SME Business Matching program, collaborating with government agencies. This program aims to promote the sales and development of Thai SMEs, One Tambon One Product (OTOP) enterprises, and Thai agricultural products by aligning customer needs in each region with available products for sale in-store.

Smart Farming System

Smart Farming System: In line with its commitment to enhancing the capabilities of local farmers, BJC continues to spearhead the “Smart Farming System” project. This initiative harnesses cutting-edge technology, including information technology and artificial intelligence (AI), to meticulously plan farming practices for local agriculturalists.

Enhances production efficiency: By optimizing resource utilization, the Smart Farming System enables farmers to increase their yield while maintaining resource consumption at sustainable levels. This augmentation in productivity translates to heightened income opportunities for farmers, thereby elevating their overall quality of life.

Streamlines labor utilization: The system addresses labor shortages by reducing reliance on manual labor. This not only mitigates the risk of occupational health and safety incidents but also affords farmers more time for other tasks, thereby diversifying their revenue streams and enhancing their livelihoods.

Promotes resource conservation: Through optimized irrigation and energy usage, the Smart Farming System reduces electricity and water consumption, aligning farming practices with principles of sustainable production and consumption. This not only conserves natural resources but also enhances overall work efficiency.

Enhances equipment longevity: By implementing predictive maintenance algorithms, the system minimizes equipment downtime and prolongs the lifespan of farming machinery. This proactive approach reduces waste and unnecessary expenses, thereby bolstering the financial stability of farmers.

3. Sustainable Agricultural Practices and Animal Welfare:

BJC's commitment to sustainability extends beyond its immediate suppliers to encompass the entire value chain. The company adheres to a strict Sustainable Sourcing of Agricultural Raw Material Policy, which guides its approach to sourcing agricultural products. This policy emphasizes the importance of sustainable agricultural practices, animal welfare, and the responsible use of natural resources. BJC also works closely with its suppliers to ensure that they comply with these standards, thereby promoting a more sustainable and ethical food system.

Sustainable Agricultural Practices

BJC recognizes the pivotal role of sustainable agriculture in promoting environmental stewardship, food security, and socioeconomic development. In alignment with the United Nations Sustainable Development Goal 2: Zero Hunger, BJC is dedicated to integrating sustainable practices throughout its agricultural supply chain, fostering a more resilient and equitable food system.

The company's corporate-wide **Sustainable Sourcing of Agricultural Raw Material Policy** serves as the foundation for BJC's commitment to responsible sourcing. This policy mandates adherence to stringent sustainability criteria for all BJC operations and subsidiaries, extending to both tier-1 and non-tier-1 suppliers. By partnering with suppliers who share its commitment to environmental and social responsibility, BJC strives to minimize its environmental footprint, protect biodiversity, and ensure the availability of safe, nutritious, and sufficient food for all.

Spending on Local Suppliers

Recognizing the vital role of local suppliers in fostering economic growth and community well-being, BJC prioritizes sourcing from local agricultural producers. This not only bolsters local economies and creates jobs but also provides BJC with a reliable source of high-quality, safe, and nutritious raw materials and products. BJC actively supports local farmers and small and medium-sized enterprises (SMEs) through various initiatives, including:

- *Capacity-Building Programs:* Equipping farmers and SMEs with the knowledge and skills necessary to adopt sustainable agricultural practices and improve their productivity.

- *Knowledge-Sharing Initiatives:* Facilitating the exchange of best practices and technical expertise among suppliers to foster continuous improvement.
- *Market Access Facilitation:* Providing local suppliers with opportunities to access new markets and expand their customer base.

By investing in the capabilities of local agricultural producers, BJC is contributing to the sustainable development of Thai communities, ensuring a stable and resilient supply of high-quality agricultural products, and ultimately creating shared value for all stakeholders.

Local Spending

Performance	Unit	2020	2021	2022	2023
Total procurement spending	Baht	122,085,241,282	123,342,954,911	126,636,213,370	131,117,202,491
Spending on local suppliers and contractors for significant operations	Baht	118,468,555,667	115,543,666,329	117,434,274,598	121,204,515,902
Spending from local supplier compare to total spending procurement spending	Percentage (%)	97	94	93	89

As a result of BJC's continued commitment to support local communities, throughout 2023, 89% of the total general procurement budget was spend on local suppliers.

Big C's Farmer Development Program: Fostering Sustainable Agriculture in Northern Thailand

Since 2019, Big C, a subsidiary of Berli Jucker Public Company Limited (BJC), has demonstrated a steadfast commitment to empowering local farmers in Northern Thailand. Recognizing the region's vast agricultural potential, Big C has continued its collaborative initiative to enhance farmers' capabilities and promote sustainable agricultural practices. This initiative provides farmers with access to scientific knowledge, best practices, and modern agricultural techniques, resulting in improved crop yields and enhanced product quality. Big C also supports farmers in adopting appropriate packaging practices, ensuring that their products meet the stringent quality standards required for sale in Big C's retail outlets and online platforms.

Throughout 2023, the program placed particular emphasis on optimizing cultivation methods, enhancing product quality and yield, and implementing effective packaging solutions to safeguard product integrity. By actively engaging with farmers and providing them with the necessary resources and expertise, Big C has facilitated the production of superior quality crops that are now readily available to consumers through Big C's extensive distribution network. This not only opens up new avenues for income generation and growth for local farmers but also ensures that Big C

customers have access to fresh, high-quality, locally-sourced produce. This long-standing collaboration between Big C and the Northern Agricultural Cooperative underscores BJC's commitment to sustainable agriculture and community development. By empowering local farmers and promoting sustainable practices, BJC is contributing to the economic prosperity of the region while ensuring a reliable supply of safe, nutritious, and locally-sourced produce for consumers.

Sustainable Agricultural Practices – Certifications

BJC actively seeks suppliers with certifications demonstrating compliance with international standards for food quality and safety. In 2023, BJC continued to make progress in sourcing certified agricultural crops. Detailed information on these certifications can be found here:

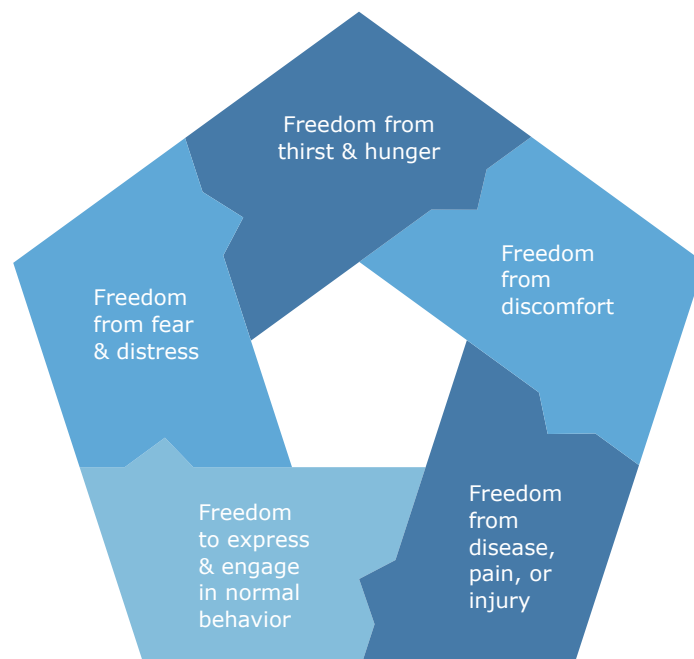
➔ Certification of Raw Material

Animal Welfare Policy

While BJC does not directly engage in animal rearing, housing, transport, or slaughter, the company is committed to upholding animal welfare throughout its value chain. BJC's corporate-wide Animal Welfare Policy applies to all sourced animal products, including meat, poultry, and seafood. The policy emphasizes collaboration with suppliers and business partners to ensure the "five freedoms" of animal welfare are met, safeguarding the quality of life for animals.

BJC's commitment to animal welfare is reflected in the certifications held by its animal product suppliers. These certifications, detailed in the link below, demonstrate adherence to animal welfare standards:

➔ Certification of Raw Material



2023 Initiatives and Activities

Rice of Thailand

On February 8th, 2023, Big C launched the 15th consecutive year of its “Bag Rice at Big C” initiative (“Kao Tung Ruam Jai, Prayad Tua Thai Ti Big C”), in alignment with its commitment to supporting Thai agriculture and the Ministry of Commerce’s national agricultural development strategy. The initiative sought to mitigate the impact of rising living costs by offering consumers access to affordable, high-quality rice. This was achieved through a strategic collaboration with 20 leading rice brands, resulting in discounts of up to 30% on select products. The campaign, which ran from February 8th to March 15th, 2023, was implemented across all Big C Supercenter locations nationwide.



Royal Project Festival

On March 30th, 2023, Big C launched the Royal Project Festival, featuring a curated selection of agricultural products cultivated in the mountainous regions of Thailand under the auspices of the Royal Foundation. This initiative, conducted across Big C stores from March 30th to April 9th, 2023, aimed to provide consumers with direct access to premium, safe produce sourced from these regions, thereby supporting sustainable agricultural practices and the livelihoods of local farmers.



Scrumptious Premium Quality Norwegian Salmon

On September 28th, 2023, Big C Supercenter hosted the opening ceremony of the “Scrumptious Premium Quality Norwegian Salmon” event at its Rama 4 branch. The event was graced by the presence of the Ambassador of Norway to Thailand and the President of the Norway Seafood Council (NSC). This collaborative initiative aimed to promote and enhance the accessibility of high-quality, fresh Norwegian salmon to Thai consumers. As part of this promotion, customers were offered a discount of up to 25% on all salmon products purchased at Big C stores nationwide.



International Flavors at Big C

Throughout 2023, BJC Big C continued to champion culinary diversity by curating a diverse range of food events designed to engage Thai consumers with international flavors. The “Taste of” series, a collaborative effort with various national ambassadors, successfully introduced over 200 products from 40 renowned international brands to the Thai market. Notably, in 2023, the series showcased culinary traditions from Australia, New Zealand, Spain, Vietnam, China, Germany, and the United Kingdom.

Beyond the “Taste of” events, BJC Big C organized additional food-focused initiatives, including “Xin Chao Vietnam”, “Tourist Fair Experience Thailand at Big C”, and the “British Fair”. These events further enhanced consumer access to a global array of culinary experiences, reinforcing BJC Big C’s commitment to promoting gastronomic exploration and cultural exchange.

Grievance Channel for All Stakeholders: Upholding Ethical Standards and Transparency

In line with its commitment to ethical business practices and sustainable development, BJC has established a comprehensive grievance channel. This mechanism facilitates open communication and ensures adherence to the highest ethical standards throughout its operational framework and supply chain. The establishment of the grievance channel underscores BJC’s steadfast commitment to ethical business practices and sustainable development. By empowering stakeholders to voice their concerns, BJC cultivates a corporate culture characterized by transparency, accountability, and continuous improvement.

Confidentiality and Anonymity

BJC places paramount importance on safeguarding the trust of its stakeholders. All reports submitted through the grievance channel are handled with the utmost confidentiality. To further protect the identity of individuals, the option to submit grievances anonymously is available.

Reporting Channels

To ensure accessibility and convenience, BJC provides multiple channels for reporting grievances:

1. *Online Reporting Platform:* A dedicated online form on the BJC Sustainability website enables stakeholders to submit reports 24/7, providing detailed descriptions and supporting evidence.

➔ BJC Sustainability Website

2. *Dedicated Hotline:* The hotline (02-146-5999) is operational during business hours, allowing stakeholders to directly communicate concerns with trained personnel. Callers may choose to remain anonymous.
3. *Secure Email:* Concerns, along with relevant documentation, can be securely emailed to Comsec@bjc.co.th.

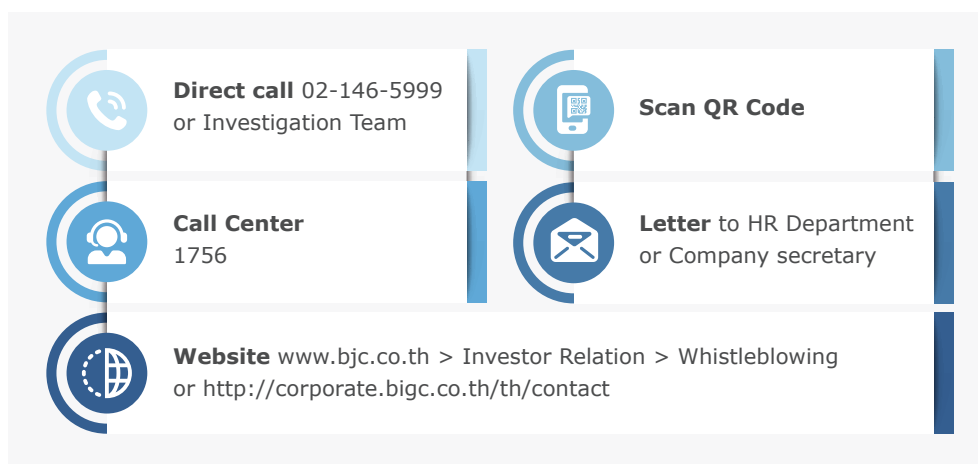
4. *Postal Mail:* Written reports, accompanied by supporting evidence, may be sent via postal mail to the Human Resources Department or the Company Secretary at BJC's corporate headquarters.

Grievance Management Process

Upon receipt of a grievance, BJC initiates a comprehensive and impartial investigation. The company is dedicated to addressing all concerns in a timely and equitable manner, taking appropriate remedial action based on the findings of the investigation.

Benefits of the Grievance Channel

- *Early Issue Detection:* The grievance channel enables BJC to proactively identify and address potential risks or ethical breaches, minimizing their impact.
- *Enhanced Stakeholder Engagement:* By facilitating open communication, BJC strengthens its relationship with stakeholders, fostering trust and collaboration.
- *Continuous Improvement:* Feedback received through the grievance channel serves as a valuable resource for identifying areas where BJC can enhance its policies, procedures, and overall ethical conduct.



Employee Management

GRI 2-7, 2-8, 2-19, 2-20, 2-21, 3-3, 401-1, 401-2, 401-3, 402-1, 404-1, 404-2, 404-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

Employee Management Strategy

In 2023, employee management emerged as a pivotal driver of organizational success, exerting influence not only within the company but also on broader societal and environmental dynamics, encompassing both the actual and potential, negative and positive impacts on the economy, environment, and people, including considerations of their human rights. Berli Jucker Public Company Limited (BJC) demonstrated a steadfast commitment to refining its employee management strategy in alignment with evolving global and local trends, cultivating a work environment that prioritizes responsible practices, empowers employees, and contributes positively to society. Furthermore, it is imperative to acknowledge that the organization could be implicated in negative impacts through its activities or as a consequence of its business relationships, necessitating a delineation of these activities or relationships. Despite the challenges posed by the COVID-19 pandemic and other global transformations, BJC adopted a forward-thinking approach, capitalizing on opportunities for innovation and adaptation.

The year 2023 witnessed significant events globally and in Thailand that shaped the landscape of employee management. BJC remained responsive to these developments, upholding the highest ethical standards and striving for responsible practices that safeguard human rights and promote societal well-being. Grounded in lessons from the pandemic, BJC embraced hybrid work models, fostering better work-life balance and overall employee satisfaction. Moreover, the company's commitment to diversity and inclusion was evident through initiatives such as flexible working hours and comprehensive wellness programs, reinforcing a culture of trust, safeguard human rights, employee engagement and contribute positively to society. BJC's dedication to enhancing the employee journey extended to prioritizing mental and physical health, streamlining onboarding processes, and promoting continuous learning and growth opportunities. The company aimed to create a more equitable workplace environment, ensuring that every employee feels valued and respected. Looking ahead, BJC remains committed to shaping the future of employee management by embracing innovation, fostering a culture of sustainability, and prioritizing the holistic well-being and development of its workforce, thereby reinforcing its role as a socially responsible corporate leader.

1. Human Capital Development

BJC's commitment to human capital development extends beyond simply filling skill gaps. The company recognizes its workforce as its most valuable asset, and its investment strategies reflect a human rights-centered approach. By fostering a culture of continuous learning and professional development, BJC empowers employees not just to perform their current roles effectively, but to thrive and reach their full potential. This commitment takes shape through dedicated training programs, mentorship initiatives, and clear pathways for career advancement. This approach yields a multitude of benefits. Employees equipped with the latest skills and knowledge are empowered to excel, fostering a spirit of innovation and efficiency. This translates directly into enhanced customer satisfaction, as a highly skilled and engaged workforce consistently delivers exceptional service. Furthermore, BJC's focus on employee well-being and growth fosters a loyal and motivated team, reducing turnover and absenteeism while boosting overall morale.

Looking towards the future, BJC recognizes the vital role human capital plays in a world increasingly focused on human-centric business models. By investing in its people, BJC not only drives operational excellence but also strengthens its competitive edge. A workforce brimming with expertise and passion not only meets but exceeds customer expectations, leading to sustainable revenue growth. Moreover, BJC's commitment to staying at the forefront of industry trends ensures it attracts top talent, further solidifying its position as a leader in the market. In essence, BJC prioritizes human capital development not just as a strategic move for success, but as a core value. By nurturing its workforce, the company creates a win-win situation, empowering individuals while propelling the organization towards a bright and sustainable future. This commitment positions BJC as a responsible and forward-thinking company, setting a strong example for the future of business in a rapidly evolving world.

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

In pursuit of organizational sustainability and social responsibility, BJC remains steadfast in its commitment to fostering a workplace culture that champions diversity, nurtures inclusion, and prioritizes the holistic well-being and professional development of its esteemed workforce. Through a multifaceted approach encompassing innovative recruitment strategies, robust talent development initiatives, and a steadfast dedication to gender equity and employee well-being, the company continues to make significant strides in cultivating an environment where every individual feels valued, empowered, and poised for success.

1. Talent Acquisition and Retention Strategies:

At the core of BJC's human capital management strategy lies a commitment to attracting and retaining top-tier talent. By leveraging innovative recruitment practices

and targeted outreach efforts, the company aims to expand its talent pool while simultaneously fostering a culture of inclusivity and belonging. Initiatives such as mentorship programs and career development pathways not only attract diverse candidates but also ensure the long-term engagement and retention of employees, driving sustained organizational growth and success.

Example: In 2023, BJC achieved a 35.63% representation of female hires, marking a continued upward trend in gender diversity in recruitment efforts.

2. Continuous Learning and Development:

To cultivate a future-ready workforce that thrives in today's dynamic business environment, BJC prioritizes a comprehensive Learning & Development (L&D) program. This commitment goes beyond simply equipping employees with the latest skills. BJC offers a carefully curated selection of tailored training modules, interactive skill-building workshops, and access to cutting-edge learning resources. These multifaceted initiatives empower employees to not only expand their capabilities and stay at the forefront of industry developments, but also unlock their full potential, fostering a culture of innovation and continuous learning. Recognizing, however, that career paths are no longer linear, BJC demonstrates a deeper commitment to employee well-being by extending support beyond traditional L&D. The company offers robust transition assistance programs, providing invaluable resources and guidance to employees navigating career changes, be it through well-deserved retirement or unforeseen termination. By equipping individuals with the tools and knowledge necessary to maintain employability throughout their careers, BJC ensures a future-proof workforce. This holistic approach not only enhances individual growth and performance but also cultivates the agility and adaptability crucial for BJC's long-term organizational success.

Example: In 2023, employees across all levels participated in an average of 129 hours of training, reflecting the company's commitment to continuous learning and skill development.

3. Advancing Gender Equity and Inclusion:

BJC remains unwavering in its commitment to advancing gender equity and fostering an inclusive workplace culture where all employees have equal opportunities to thrive. Targeted initiatives aimed at addressing gender disparities in pay, representation, and leadership create a level playing field where meritocracy prevails and diverse perspectives are valued. By championing diversity and inclusion at every level, the company drives innovation, enhances employee engagement, and strengthens its position as an employer of choice in the global marketplace.

Example: The company exceeded its target of achieving a 55% share of women in the total workforce, reaching 60.69% representation in 2023, demonstrating tangible progress towards gender equity.

4. Promoting Employee Well-being:

BJC prioritizes employee well-being as a central pillar for fostering a healthy and productive workforce. Recognizing the importance of holistic health, the company offers a comprehensive suite of programs that address physical, mental, and emotional well-being. This includes a robust health insurance plan, on-site or nearby company clinics for convenient access to healthcare services, and readily available vaccinations to prevent common illnesses. BJC's commitment extends beyond physical health by promoting healthy eating habits through nutritious canteen options and providing stress reduction programs to combat burnout. Recognizing the diverse health needs of its employees, BJC offers voluntary health promotion programs that target specific non-work-related health risks. Details on these programs can be tailored to your specific offerings. To ensure accessibility and encourage participation, BJC actively promotes these services and programs through internal communication channels, company-wide health fairs, and enrollment period outreach. The effectiveness of these initiatives is evaluated through regular employee health screenings, healthcare utilization rates, and employee satisfaction surveys. By creating a supportive environment with readily accessible healthcare services, promoting healthy lifestyles, and facilitating access to voluntary wellness programs, BJC empowers employees to prioritize their well-being, ultimately leading to a more engaged, resilient, and productive workforce.

Example: Employee engagement surveys conducted in 2023 revealed a 75% satisfaction rate, indicating high levels of well-being and job satisfaction among employees.

5. Fostering a Culture of Collaboration and Innovation:

At the core of BJC's corporate culture lies a spirit of collaboration, innovation, and shared purpose. Cross-functional project teams, idea-sharing forums, and innovation challenges encourage employees to collaborate, experiment, and think creatively to drive business growth and innovation. By fostering an environment where diverse perspectives are welcomed and collaboration is celebrated, the company cultivates an atmosphere where employees feel empowered to contribute their best ideas and work together to achieve common goals.

Example: The implementation of cross-functional project teams in 2023 resulted in a 20% increase in new product innovations.

6. 2023 Initiatives: Driving Impact and Transformation:

Looking ahead to 2023, BJC is poised to launch transformative initiatives aimed at driving impact and fostering sustainable growth. From implementing technology-driven solutions to enhance operational efficiency to launching community outreach programs focused on education and empowerment, the company remains committed to making a positive difference in the lives of its employees, customers, and communities. By embracing innovation and staying true to its core values, BJC is primed to lead

by example and set new standards of excellence in corporate social responsibility and human capital management, thereby elevating workplace excellence and driving sustainable growth. Through strategic initiatives for human capital development, talent management, and occupational health and safety, BJC underscores its dedication to fostering a culture of growth, inclusivity, and innovation, prioritizing the holistic well-being and professional advancement of its employees while making a positive impact on society at large.

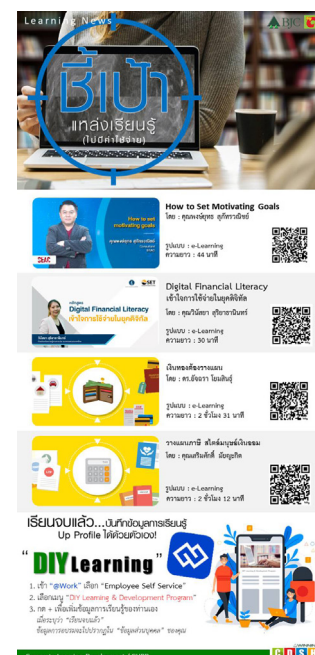
Example: In 2023, the company plans to roll out a comprehensive sustainability program aimed at reducing carbon emissions by 20% across all operations, aligning with its commitment to environmental stewardship and corporate citizenship.

Employee Development Approach

Leveraging the momentum from its successful 2022 Learning & Development Activity Roadmap, BJC in 2023 significantly bolstered its commitment to fostering a growth-oriented workforce. The company meticulously refined its roadmap, ensuring a robust framework for nurturing talent at all stages of their careers. This refined approach prioritizes inclusivity by tailoring training programs to align with individual career aspirations. BJC implements measures to guarantee equitable access to these programs, ensuring all employees, regardless of background or role, have the opportunity to flourish. Recognizing the diverse learning styles within its workforce, BJC offers a comprehensive suite of online and offline training options. This flexibility underscores the company's commitment to maximizing engagement and catering to individual preferences. By empowering employees to choose from a variety of development initiatives, BJC fosters a culture of continuous learning and personal growth. This strategic investment not only enhances BJC's internal talent pool but also equips its workforce with the agility and adaptability needed to navigate the complexities of today's dynamic global marketplace. As a result, BJC strengthens its overall competitive edge while positioning itself as a leader in fostering a culture of continuous learning and employee development.

Blended Learning Approach

Amidst the challenges posed by the COVID-19 pandemic, BJC responded with agility by implementing a dynamic Blended Learning Approach in 2023. Crafted to accommodate diverse learning preferences and necessities, this innovative strategy ensured access to personalized training programs tailored to individual needs. Spanning traditional classroom settings, workshops, and e-learning platforms accessible through internal communication channels, this initiative ensured learning remained accessible and personalized even amidst disruptions. The integration of e-learning emerged as a particularly impactful facet, fostering engaging and dynamic learning



environments conducive to skill development and knowledge acquisition. This adaptive approach underscores BJC's steadfast commitment to providing accessible and effective learning opportunities. By harnessing technology and embracing diverse learning formats, the company reaffirms its dedication to empowering employees to continually enhance their skills and knowledge. The Blended Learning Approach reflects BJC's unwavering commitment to employee development, pivotal in driving organizational resilience, agility, and sustained growth. As BJC looks towards the future, it remains resolute in refining and recognizing its pivotal role in fostering innovation and organizational success.

Building a Culture of Lifelong Learning: 3x3x3 Learning Approach

In 2023, BJC incorporated the innovative 3×3×3 Learning Approach into its Learning & Development Activity Roadmap to instill a culture of continuous learning and nurture a lifelong learning mindset among employees. Rooted in the philosophy of empowerment, this approach enables individuals to set three specific development goals within a three-month timeframe, engaging three colleagues for support and mutual accountability. By promoting collaboration and peer mentorship in goal-setting, BJC aims to create a workplace environment where learning is embraced as a collective endeavor, fostering a supportive network throughout employees' learning journeys.

To enhance accessibility and effectiveness, BJC introduced a state-of-the-art internal online platform. This user-friendly system streamlines registration, progress tracking, and access to learning resources, facilitating real-time feedback and performance assessment. Additionally, it notifies supervisors upon program completion, encouraging active engagement in employees' professional growth and promoting a culture of continuous learning within teams. By embracing the 3x3x3 Learning Approach, BJC empowers individuals to drive their own development, fostering resilience and adaptability essential for success in today's dynamic business world. Moving forward, BJC remains committed to refining and expanding this approach, recognizing its capacity to propel both individual and organizational achievement while cementing its position as a leader in talent development and innovation.



2023 Performance

	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

Training Hours and Training Cost

- Average hours per FTE of training and development: 125 hours
- Average amount spent per FTE on training and development: 774 baht
- The percentage of local FTEs data coverage: 100%

2023 Initiatives

1. The Power of Brain Training

In 2022, the “Power of Brain Training” initiative was launched, catering specifically to managers and above within BJC. This program aimed to deepen participants’ understanding of various brain thinking modes, including Blue Sky, Blue Earth, Red Sky, and Red Earth. By exploring both their own cognitive aptitudes and those of their colleagues, participants gained insights into the diverse perspectives within the team and organization.

Continuing into 2023, the “Power of Brain Training” program expanded its reach to employees at Band 3 level and above. Conducted via Zoom meetings across 13 cohorts, the program delved into brain thinking modes, fostering an understanding of value disparities among colleagues. Upon completion, participants were grouped into 93 teams, merging diverse thinking styles. Facilitators assigned follow-up activities, such as creating TikTok videos on themes like “DiverCity in BJC”, “BJC’S Product/Service,” and “Life@BJC/Proud to be BJC.” reinforcing learning outcomes and sparking creativity. With an impressive participation rate of 91.59% from 632 participants (band 3 & up employees) from target of 690 participants, this initiative continues to foster a culture of continuous learning and collaboration within BJC, positioning it for continued growth and success in a dynamic professional environment.

Project Activity

โจทย์ –สร้างสรรค์ไอเดียของตัวเองกับ จากโจทย์ให้นำเสนอ

- DiverCity in BJC
นำเสนอความหลากหลายของผู้คนในBJC เช่น หลากหลายเพศ, อายุ, เชื้อชาติ, ศาสนา, ความเชื่อ ฯลฯ
- BJC’s Product/Service
นำเสนอสินค้า หรือ บริการของ BJC
- Life@BJC / Proud to be BJC
นำเสนอชีวิตการทำงานใน BJC หรือ ความภาคภูมิใจที่เป็นส่วนหนึ่งของครอบครัวBJC

➢ ถ่าย content ลง  (ความยาวไม่เกิน 3 นาที) ใส่ #BJCLearning

➢ ทุกคนในกลุ่มจะต้องอยู่ในคลิป

➢ หลังจาก post แล้ว ตัวแทนกลุ่มส่งคลิป/Link ลงในกลุ่มใหญ่อีกครั้ง

2. Digital Transformation Canvas

The program aimed to equip Business Unit (BU) Heads and affiliated company representatives with skills essential for devising strategic plans aligned with Digital Transformation principles, fostering innovation and seizing opportunities. By imparting a deep understanding of digital trends and technologies, it enabled participants to lead their units towards a digitally-driven future. In 2023, amidst the rapidly evolving global scenario, embracing digital transformation became imperative for businesses to stay competitive and relevant, prompting the program to offer a comprehensive curriculum tailored to address specific unit challenges and opportunities.

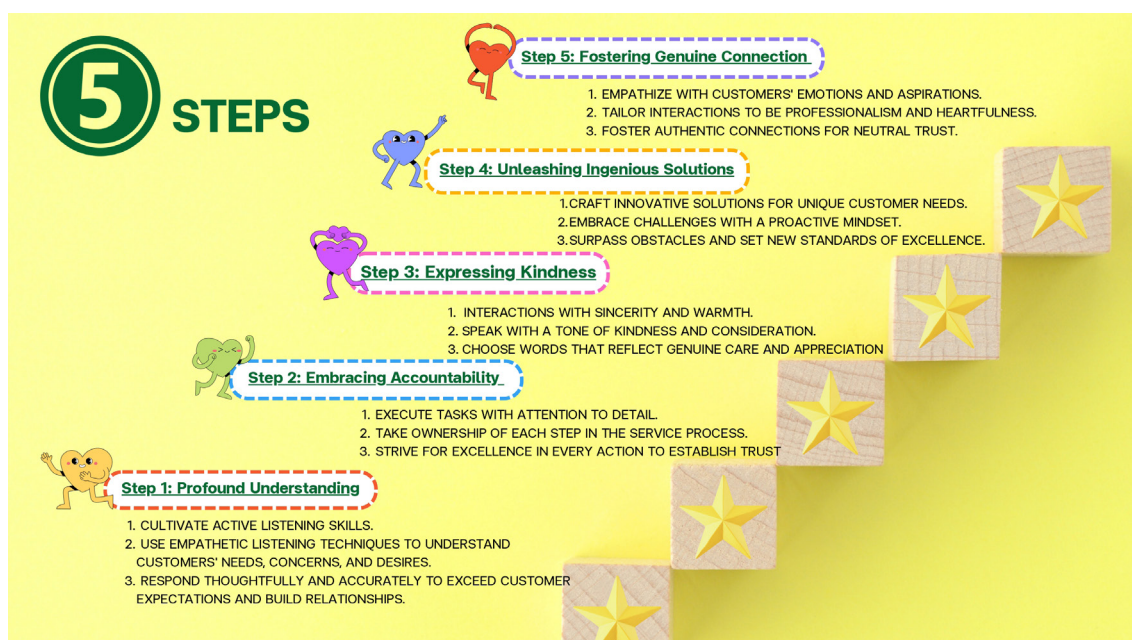
Through interactive workshops, case studies, and expert-led sessions, participants engaged with digital disruption, emerging technologies, and agile methodologies in a collaborative learning environment. Encouraged to apply insights directly into daily operations, participants catalyzed real-world digital transformations within their units, extending the program's impact beyond the training room. With 87 participants from diverse sectors in 2023, the Digital Transformation Canvas served as a guiding framework, empowering leaders to navigate uncertainty with confidence and chart a course towards sustained growth and innovation in the digital economy of tomorrow.



3. Climate of Caring Oxygen (COCO)

BJC's "Climate Of Caring Oxygen" (COCO) program cultivates a thriving work environment for support staff. This evidence-based initiative reduces stress by promoting unity and harmony through a five-step framework. This framework emphasizes attentive listening, accountability, compassionate communication, innovative problem-solving, and building heartfelt connections. These core behaviors guide employee interactions, fostering a collaborative and supportive workplace culture, ultimately boosting employee well-being and organizational performance.





Execution of COCO's principles is simplified through its Five Steps approach:

Step 1: Profound Understanding

By honing active listening skills and employing empathetic techniques, individuals deepen their comprehension of customers' needs and aspirations. Thoughtful responses not only exceed expectations but also strengthen interpersonal bonds.

Step 2: Embracing Accountability

Executing tasks with precision and assuming responsibility at every juncture fosters excellence and fosters trust within teams and with customers alike.

Step 3: Expressing Kindness

Interactions are suffused with sincerity and warmth, utilizing language and tones that convey genuine care and appreciation.

Step 4: Unleashing Ingenious Solutions

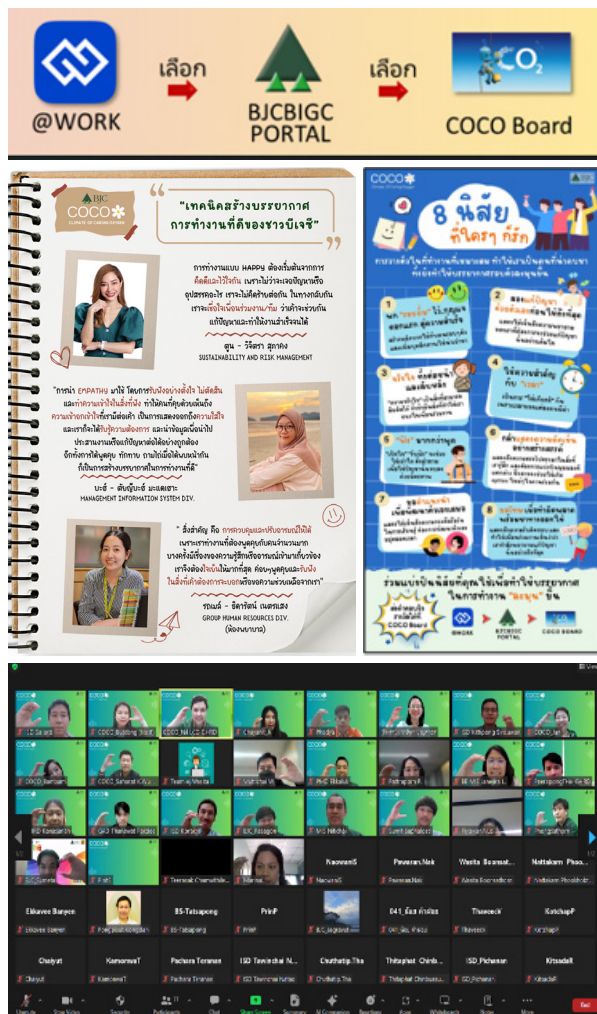
By embracing a proactive mindset and confronting challenges head-on, individuals devise innovative solutions tailored to address unique customer needs, thus establishing new benchmarks of excellence.

Step 5: Fostering Genuine Connection

Empathizing with customers' emotions and aspirations and customizing interactions with professionalism and compassion deepen authentic connections, bolstering trust.

In 2023, COCO endeavors to extend its reach, propagating its culture of care and collaboration to create a workplace environment characterized by empathy, accountability, creativity, and genuine connections. Through the collective endeavors of all, COCO aims to metamorphose workplaces into vibrant ecosystems conducive to the flourishing of every individual.

The COCO initiative encompasses a diverse array of activities aimed at nurturing a positive and vibrant workplace environment at BJC:



- **Coco Board:** Within the @Work application, the Coco Board provides a platform for employees to engage and share their thoughts on various topics, fostering open communication and collaboration.
- **Employee Interviews:** Exemplary employees are interviewed to share techniques for creating a conducive work atmosphere, inspiring their peers to adopt and promote positive practices.
- **Content Creation:** Engaging and informative content is developed to promote a positive work culture and enhance the overall workplace environment.
- **Knowledge Sharing:** Specialized events such as Knowledge Sharing sessions, like “Communicating with Heart, Living with Fun”, featuring esteemed speakers such as Dr. Vasita Boonsathorn from NIDA, are organized. These sessions aim to impart valuable insights on effective communication and passion cultivation in the workplace.

Through these initiatives, employees are encouraged to cultivate a collaborative and purpose-driven environment, aligning efforts towards a collective aim of improving overall quality of life. With active participation from 92 employees, there is clear dedication to enhancing the workplace atmosphere. Pre- and post-project feedback surveys revealed significant progress, with initial ratings at 79% and final assessments at 82%, indicating the impactful resonance of the COCO initiative across 456 employees in diverse Business Partner units. The adoption of the COCO initiative by BJC aims to sustain a culture characterized by empathy, teamwork, and optimism, aiming to elevate both employee contentment and organizational effectiveness. This initiative plays a pivotal role in advancing BJC’s trajectory towards cultivating a more favorable and productive work milieu. By championing the core tenets of COCO, employees actively contribute to fostering a cohesive and cooperative workplace, thereby bolstering overall organizational performance and welfare.

4. Data Classification

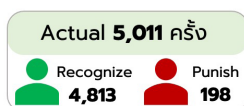
In the contemporary digital era, data and information serve as pivotal assets shaping organizational strategies and outcomes. Recognizing the significance of data quality and management, safeguarding these assets becomes paramount. Thus, fostering employee awareness and understanding of data’s importance is essential. Educational resources such as instructional videos and learning materials are

utilized to effectively disseminate knowledge. Acknowledging data's critical role in today's competitive environment, BJC introduced the Data Classification program in 2023 to equip employees with the necessary skills for data protection and utilization. By leveraging engaging video content and interactive materials, the program aimed to raise awareness about data security and classification. High participation rates, with 86.46% of targeted full-time employees and 88.50% of Big C employees, underscore the organization's commitment to empowering its workforce with essential knowledge in data management and security, thus fostering a culture of responsibility and accountability in data handling practices. In addition, quantitative impact from IT Security Awareness and Cyber Drill Simulation found that before the training, phishing email sent to 1,924 employees and there were 333 employees clicked the phishing link. After the training conducted, phishing email sent to 1,924 employees and there were 151 employees clicked the phishing link. Moving forward, sustained efforts in promoting data awareness and providing comprehensive training will remain integral to maintaining a secure digital infrastructure for BJC and its subsidiaries.

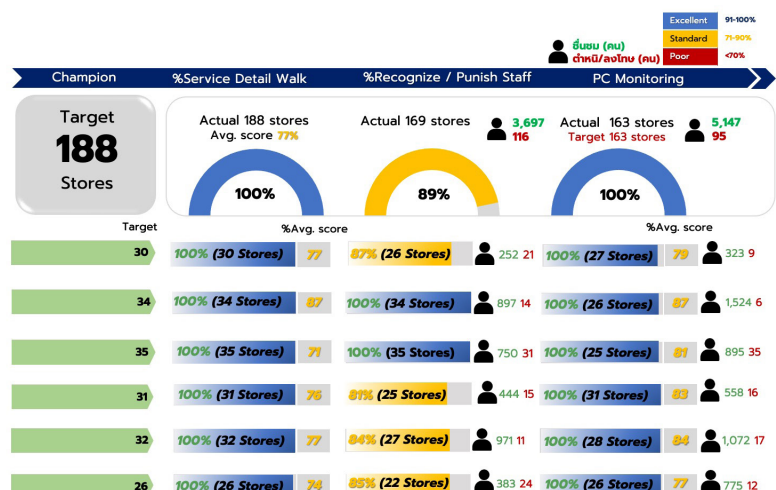


5. Big C's Retail Service Enhancement Program 2023

Big C's Retail Service Enhancement Program in 2023 remains a vital aspect of the company's commitment to prioritizing customer satisfaction within the framework of the "Customer@Heart" initiative. With a persistent focus on refining service quality and aligning employee behavior with corporate values, Big C aims to reduce customer complaints and enhance satisfaction levels. Through a comprehensive review process, the program has been refined to introduce new enhancements, integrating recommendations from external training institutes to enrich its offerings in key areas such as the Big C Service DNA, Principles, and Model.



Service Core Value	
SMILE เต็มใจให้บริการ ด้วยรอยยิ้ม	1. ให้ทิปหายต้อนรับเมื่อมาถึง 2. ให้บริการด้วยความเป็นมิตร มีชีวิตชีวา 3. ให้บริการด้วยความสุภาพและกระตือรือร้น
Smart เต็มใจให้คำแนะนำด้วยความคาดหวัง	4. ให้คำแนะนำส่งมอบประสบการณ์ที่ดีที่สุด 5. ให้สังเกตและใส่ใจทุกรายละเอียด 6. ให้คิดแทน คิดเพิ่ม ไม่ขอให้อะไร
Speed เต็มใจประสานสลับทิศ	7. ให้บริการความเร็ว และถูกต้องตั้งแต่ครั้งแรก 8. ให้ดูแลช่วยเหลือต่อเนื่องทุกบริการ 9. ให้พร้อมเมื่อแก้ไขปัญหาไม่จบก๊อ



By emphasizing values such as Smile, Smart, and Speed, the program instills a customer-centric ethos among employees, fostering behaviors that align with the company's overarching service philosophy. Through tailored training modules for Big C store staff, the program empowers employees to deliver exceptional service experiences, driving customer loyalty and retention in a competitive market. Key performance indicators and meticulous monitoring mechanisms, including initiatives like the Service Detail Walk and Recognition/Punishment protocols, uphold service standards and incentivize exemplary performance, reflecting Big C's commitment to data-driven insights for refining service delivery strategies and adapting to changing customer preferences. Looking forward, the program will evolve to sustain service quality and operational excellence across all formats, reaffirming Big C's position as a leader in delivering exceptional customer service experiences and driving sustainable growth in the dynamic retail marketplace of 2023 and beyond.

Continues from Big C Customer Satisfaction Enhancement Program

In 2023, Big C's Customer Satisfaction Enhancement Program underwent a strategic expansion to empower a broader range of employees and elevate the overall customer experience. This multifaceted program consisted of two key training initiatives:

1. "Outstanding Service Enhancement"

- *Course Content:* The revamped "Outstanding Service Enhancement" curriculum delves deeper into the principles of service excellence, emphasizing its direct correlation with customer satisfaction and business growth. Interactive sessions equip participants with practical skills to excel in areas such as active listening, clear communication, and exceeding customer expectations.
- *Target Audience:* Recognizing the importance of a consistent and exceptional customer journey, the program's target audience broadened in 2023 to encompass all levels and functions within hypermarket and market formats. This comprehensive approach ensures that every employee interaction contributes to a positive customer experience, regardless of department or position.
- *Outcomes:* Demonstrating Big C's commitment to continuous improvement, the program significantly increased its target audience (23,383 compared to 6,164 in 2022) and successfully trained 12,672 employees across various levels and roles. This impactful program is designated for further development and expansion in 2024, aiming to reach the entire targeted workforce.

2. “Leading the Service Team”

- *Course Content:* The “Leading the Service Team” training equips store general managers (GMs) with the essential coaching and mentoring skills required to effectively guide and motivate their staff. Through interactive workshops and practical scenarios, GMs learn valuable techniques to build a positive work environment that encourages consistent delivery of exceptional service.
- *Target Audience:* Tailored specifically for (GMs) within hypermarket and market formats, this program focuses on cultivating the leadership skills necessary to foster a customer-centric culture within their teams.
- *Outcomes:* With an impressive participation rate of 91.7% (199 out of 217 targeted GMs), the program achieved exceptional results. This high level of engagement underscores the dedication of Big C’s store GMs to leading their teams in delivering on Big C’s customer-centric values.

Big C’s strategic investment in these comprehensive training initiatives emphasizes the company’s commitment to empowering its workforce. By equipping employees with the skills and knowledge to deliver exceptional service, Big C fosters a culture of customer satisfaction and sets the stage for long-term success. In 2023, 91% of customers are satisfied with overall BJC Big C products and services, which has improved by 1% from 2022 (insights are collected through the corporate wide Voice of Customer program).

2. Talent Attraction and Retention

Management Approach

Recognizing its people as its most valuable asset, BJC prioritizes employee engagement to fortify its competitive edge and enhance overall performance. Rooted in corporate values, BJC is committed to fostering a workplace environment that promotes happiness and fulfillment, striving to exceed employee expectations through robust retention efforts and talent attraction strategies. As BJC entered 2023, its unwavering dedication to nurturing a positive and inclusive workplace persisted, ensuring each individual feels valued, respected, and empowered. This commitment not only retains existing talent but also attracts new talent seeking a supportive and inclusive work culture, cultivating a motivated, engaged, and empowered workforce poised for sustained success. Throughout 2023, BJC upheld its commitment to the “Happy Workplace” concept through a range of corporate policies aimed at enhancing employee well-being and satisfaction, including Human Rights, Diversity and Inclusion, Non-Discrimination, Living Wage, and flexible work arrangements, underscoring the company’s dedication to providing flexibility and support to its workforce.

➔ Human Rights Policy

Diversity and Inclusion Management, and Non-Discrimination Policy
Living Wage Policy

During 2023, various approaches and projects were undertaken to bolster talent attraction and retention while simultaneously enhancing employee engagement.

Employer Branding Project 2023

In 2023, BJC continued doing employer branding from previous year and maintained its status as one of Thailand's top employers, consistently ranking in the Top 50 Employers in Thailand by WorkVenture polls, particularly among individuals aged 22 to 35 with a bachelor's degree or higher, totaling over 11,452 people in Bangkok and surrounding areas. Throughout the year, the company focused on fostering a workplace environment that prioritizes employee well-being and satisfaction, rooted in its commitment to the "Happy Workplace" concept. Implementation of policies such as the Human Rights Policy, Diversity and Inclusion Management, and Non-Discrimination Policy ensured equitable treatment and flexible work arrangements for all employees, irrespective of gender, age, or background. BJC's continual presence in the Top 50 Employers list reflects its ongoing efforts to meet the preferences and expectations of the evolving workforce, particularly Generation Z, by offering avenues for personal growth, purposeful work, and attractive benefits. This high ranking signifies the satisfaction and loyalty of BJC's employees, cementing its reputation as a premier choice for job seekers and a leader in talent attraction and retention within Thailand's competitive job market.



Workplace Diversity, Equity and Inclusion

In 2023, BJC's commitment to workplace diversity, equity, and inclusion (DE&I) remained central to its human rights strategy. Following the successful launch of the DiverCity project in 2022, BJC sustained its efforts throughout 2023 to cultivate a vibrant and inclusive work environment. This initiative, supported by revisions to the Diversity and Inclusion Management and Non-Discrimination Policy in 2021, aimed to ensure all employees feel valued and respected, irrespective of background or characteristics.

BJC maintained gender balance within its workforce, with women constituting 60.69% of total employees. In top management position, women represent up to 60% of all management positions. Share of women in STEM related position is 54% of total STEM position. The company also embraced diversity in nationality, with Thai nationals forming the majority of the workforce, supplemented by employees from Southeast Asian and other nationalities. Upholding the principle of freedom of association, BJC ensured that 3.21% of employees were represented by independent trade unions or covered by collective bargaining agreements, reaffirming its commitment to an inclusive and equitable workplace. Looking ahead, BJC remains dedicated to advancing workplace DE&I, recognizing its pivotal role in driving innovation, creativity, and organizational success, thereby attracting and retaining top talent and solidifying its leadership in workplace inclusivity within Thailand and the broader region.

The 2023 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

Disability Inclusion Efforts in 2023

At BJC, fostering inclusivity and diversity is deeply rooted in the corporate ethos, prioritizing equal opportunities based on job capabilities and organizational alignment rather than individual characteristics. This commitment is demonstrated through proactive efforts to integrate individuals with physical disabilities into the workforce, with a substantial 268 individuals welcomed in 2023, comprising 1.4% of total new full-time employees. This reflects dedication to creating an inclusive workplace and recognizing the value that diverse perspectives bring to the organization. Moreover, supporting employees with disabilities extends beyond recruitment, encompassing a conducive environment for growth, development, and empowerment through tailored support programs, accessibility accommodations, and ongoing training initiatives. By championing diversity and inclusivity, BJC enriches its organizational culture and contributes to building a more equitable society where every individual can reach their full potential.

Living Wage



BJC prioritizes ethical labor practices by guaranteeing a living wage for its employees and advocating for its implementation throughout its supply chain. This commitment extends beyond immediate compliance. By 2025, the company aims to conduct comprehensive living wage assessments for 100% of its own operations globally, ensuring employees receive fair compensation that meets their living needs. This

dedication to fair pay extends further with a goal of including critical suppliers by 2030. These initiatives demonstrate BJC's commitment to not only its workforce's well-being but also to driving positive change across its entire value chain, fostering a more equitable and sustainable future for all stakeholders.

Talent Attraction

Utilizing Strategic Workforce Management and People Analytics, BJC cultivates a high-performing and adaptable workforce through data-driven talent evaluation, development, and retention strategies, ensuring long-term organizational stability and fostering sustainable growth. Talent Attraction remains a central focus, allowing strategic workforce planning across all functions and the organization while identifying opportunities for productivity enhancement and cost savings. Adapting to the evolving recruiting landscape, BJC has embraced virtual recruiting amid the COVID-19 pandemic, emphasizing internal mobility and upskilling programs to equip existing employees with the necessary skills for evolving roles, underscoring the company's commitment to diversity and inclusion.

In 2023, diversity and inclusion became central pillars of BJC's talent acquisition strategy, emphasizing a welcoming and equitable work environment. Leveraging online recruitment platforms, Facebook, LinkedIn and an established employee referral program, BJC expands its candidate pool and fosters engagement and collaboration among its workforce. Beyond online platforms, BJC actively participates in internship programs, engages students in company activities, and organizes hackathons to cultivate future leaders and nurture skilled talent pipelines. Despite a decrease in new hires in 2022, numbers rebounded in 2023, showcasing the effectiveness of BJC's talent acquisition strategy. Committed to continuous improvement, BJC prioritizes innovation, diversity, and inclusion to solidify its position as an employer of choice in the future.

 Facebook
 LinkedIn

Total Number of New Employee Hires

Year	Total number of new employee (people)
2020	19,299
2021	22,019
2022	18,184
2023	19,065

Employee Engagement

In 2023, BJC reinforced its commitment to employee engagement and well-being, building upon the measures implemented during the pandemic. Acknowledging the significance of nurturing a supportive work environment, the company continued to

prioritize initiatives aimed at fostering diversity, equity, and inclusion. Furthermore, BJC expanded its focus on work flexibility, enabling employees to work remotely one day per week and from home every Friday. This flexibility is facilitated through the integration of HR mobile applications and IT infrastructure, ensuring seamless connectivity for employees to collaborate effectively with their teams.

Engaging Communication and Feedback

BJC actively promotes employee participation in both on-site and online activities, leveraging social media platforms like <https://www.facebook.com/bjcbigcesociety> to cultivate a sense of community and belonging among employees. Employee engagement remained a central focus for BJC, with the company conducting an annual survey to gauge employee satisfaction and identify areas for improvement. Analysis of survey results enabled BJC to prioritize action plans, promptly addressing critical issues to enhance the overall employee experience. The company's commitment to transparency was evident as survey results were communicated to department heads, empowering them to tailor engagement strategies and improve team performance accordingly.

Employee Engagement Trends and Minimum notice period:

BJC maintains a high level of employee engagement, with an overall engagement rate reaching 74% in 2023. The company adopts a proactive communication approach, providing employees with advance notice of significant operational changes ranging from one week to six months, demonstrating a commitment to transparency and employee well-being. Analyzing engagement trends, BJC consistently strives to maintain high levels across all demographics and management tiers, with robust engagement observed among employees over 50 years old and stable or improved levels among different management levels, highlighting the effectiveness of targeted strategies. Dedicated to fostering a supportive and inclusive workplace, BJC's ongoing efforts enhance work flexibility, communication, and inclusivity, ensuring a motivated and engaged workforce poised for continued success.

% of actively engaged employees			
Age Group	2021	2022	2023
More than 50 years	72	77	73
Between 30 to 50 years	68	73	72
Less than 30 years	73	70	77
Management Level	2021	2022	2023
Top Management	63	92	67
Management	69	72	73
Junior Management	70	69	71
Supervisor	68	72	71
Officer	71	75	75

Highlight Employee Engagement Activities 2023

1. BJC Big C DiverCity "Shoot and Share"



In 2023, BJC Big C DiverCity implemented the "Shoot and Share" initiative, a multifaceted program highlighting the company's robust commitment to fostering diversity and inclusion among its workforce. Employees enthusiastically participated by capturing and sharing moments that resonated with the theme of diversity, infusing the workplace with a palpable sense of vibrancy and inclusivity. A transparent popular vote system ensured broad employee participation and ownership over the chosen images. This strategic decision elevated employee-generated content into a powerful visual representation of BJC Big C DiverCity's commitment to building a workforce that reflects the vibrant communities it serves. The "Shoot and Share" program exemplifies BJC's dedication to fostering a culture of inclusion. By empowering employees to celebrate diversity and leveraging their contributions to amplify the company's sustainability goals, the initiative demonstrably achieved a positive and lasting impact. The initiative's impact extended beyond mere engagement, fostering a deeper cultural awareness and understanding among employees. By recognizing and rewarding participants for their contributions, BJC reinforced its commitment to valuing and celebrating diversity as a fundamental pillar of its organizational culture. This holistic approach to employee engagement not only promotes a sense of belonging but also drives sustainable business practices, ensuring that BJC remains a workplace where every voice is heard, valued, and celebrated.

2. Celebrate Pride Month: Be Yourself in Your Own Style

In a demonstration of its unwavering commitment to fostering an inclusive and diverse workplace, BJC Big C marked Pride Month 2023 with the “Celebrate Pride Month: Be Yourself in Your Own Style” initiative. This employee engagement activity encouraged individuals to embrace their authentic selves and celebrate the LGBTQ+ community by changing their Facebook profile pictures to a specially designed Pride Month frame. The initiative garnered overwhelming support, with employees enthusiastically sharing their framed profile pictures on social media platforms. Participants enthusiastically embraced the opportunity, publicly showcasing their solidarity with the LGBTQ+ community while promoting a culture of acceptance and inclusion within BJC. By sharing their customized profile frames with designated hashtags such as #ProudtoBeBJCBigC, #DiverCity, and #BJCBigCPrideMonth, employees not only amplified their message of support but also contributed to a broader conversation about diversity and inclusion. The impact of this initiative extended beyond mere participation, fostering a sense of belonging and community among employees. By publicly expressing their support for Pride Month, participants helped create a workplace environment where individuals feel valued and accepted for who they are. Furthermore, the visibility of these actions on social media platforms served as a powerful statement of BJC’s commitment to diversity and inclusion, both internally and externally. Through this activity, BJC reaffirmed its dedication to fostering an environment where all employees feel empowered to be their authentic selves, ultimately contributing to a more inclusive and sustainable workplace culture.



3. BJC Big C Cultivates Happiness and Well-being with Be-Talk Unlocking Happiness Music Therapy Workshop



BJC Big C prioritized employee well-being by organizing the “Be-Talk Unlocking Happiness Music Therapy” workshop. This engaging session tackled the growing concern of stress with Dr. Earn, Piyada Hachaiyapoom, a renowned psychiatrist physician and songwriter, leading the charge. Dr. Earn debunked the myth that stress itself is negative, but rather, the inability to manage it effectively leads to chronic issues. This activity aimed to address stress management through the transformative power of music therapy. Employees were encouraged to participate in informative sessions

where they listened to engaging talks on the theme of “Stress Less, Success More,” gaining insights into recognizing and managing stress signals effectively. By actively engaging in the sessions, employees deepened their understanding of stress and its effects on overall health. Participants learned valuable techniques to identify stress triggers, regulate emotions, and build resilience – all crucial tools for a healthier lifestyle. The workshop didn’t stop there. It delved into the transformative power of music therapy, a method using music to address physical, emotional, and cognitive challenges. Dr. Earn showcased its effectiveness through guided listening exercises, allowing employees to experience its calming and restorative effects firsthand. Active participation in music-making activities like singing and playing instruments further bolstered a sense of community and shared well-being. The workshop’s success went beyond the session. Employees left equipped with practical tools and knowledge to manage stress effectively, fostering a more positive and productive work environment for BJC Big C.

4. BJC Big C’s Be Happy Be Healthy: Office Syndrome Therapy by the Blind

In 2023, BJC Big C’s Be Happy Be Healthy program took a unique approach to employee wellness with the “Office Syndrome Therapy by the Blind” initiative. This unique endeavor invited company executives and colleagues to experience the therapeutic benefits of massage therapy administered by visually impaired individuals, skilled blind massage therapists, specifically targeting common areas of tension such as the neck, shoulder, and back pain – by offering convenient access to therapeutic massages directly within the company’s co-working space within the company premises. Notably, this initiative has been consistently available to employees, providing ongoing support for their physical well-being, alleviating muscle tension and reducing stress. Moreover, the consistent availability of the therapy sessions contributed to a culture of proactive health management, empowering employees to prioritize their well-being amidst demanding work environments. Through initiatives like “Office Syndrome Therapy by the Blind,” BJC demonstrates its dedication to fostering a healthy and supportive workplace, ultimately enhancing employee engagement and productivity.



5. BJC Big C “Born To Be MC 2023” competition

BJC hosted the “Born To Be MC 2023” event, aimed at discovering new talents to serve as emcees for BJC Big C events in the future. This exciting initiative provided an opportunity for employees to showcase their hosting abilities and compete for a substantial cash prize exceeding 25,000 baht. It opened to all employee levels, the initiative hidden talent and empowered aspiring emcees. The competition wasn’t just about finding a winner; it was a springboard for personal growth.

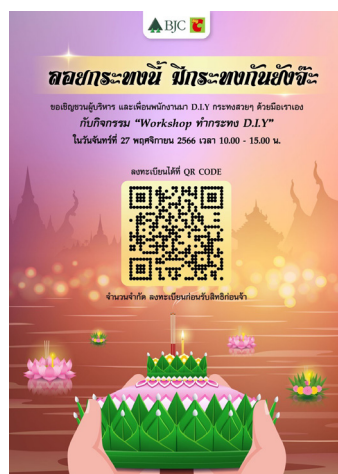


Participants honed their stage presence, essential emceeing techniques, and creativity under the guidance of experienced mentors to enhance their capabilities as emcees. “Born To Be MC 2023” went beyond entertainment. It fostered a spirit of continuous learning and self-discovery. The competition empowered employees to step outside their comfort zones, embrace challenges, and discover hidden talents. Positive employee engagement and testimonials highlighted BJC Big C’s commitment to employee development. This innovative program cemented the company’s dedication to not only well-being but also talent cultivation, ensuring a

future filled with skilled and enthusiastic employees. By nurturing hidden talent, BJC Big C empowers individuals to reach their full potential and represent the company with confidence.

6. BJC Big C Loy Krathong event 2023

BJC Big C hosted an enchanting Loy Krathong event, inviting all employees and customers to participate in the cherished Loi Krathong festivities on November 27th, 2023. Held across three distinct activity checkpoints within company’s area offering various cultural experiences, the celebration promises a vibrant immersion into Thai culture. Employees can experience the vibrant atmosphere of the event, and expect to savor delectable Thai cuisine, engage in traditional games, and witness captivating cultural performances. Additionally, attendees were encouraged to join company executives and fellow colleagues in crafting exquisite krathongs by hand, adding a personal touch to the celebration. The impact of this event was profound, fostering a sense of community and cultural appreciation among participants. By engaging in the creation of krathongs, individuals not only honored the traditions of Loy Krathong but also strengthened their bonds with one another. Furthermore, the event provided a platform for meaningful interactions between company leadership and employees, promoting a sense of unity and collaboration within the BJC community. Overall, the Loy Krathong event exemplified BJC Big C’s commitment to celebrating cultural diversity and nurturing a positive and inclusive workplace environment.



Trend of Employee Engagement

(Coverage 100% of total employees)

Employee Engagement	Unit	2020		2021		2022		2023	
Employee engagement	% of actively engaged employees	79		79		82		82	
		M 78	F 80	M 78	F 79	M 81.5	F 82.5	M 81	F 83

Turnover Rate

In 2023, BJC intensified its strategic efforts to combat the challenge of high turnover rates prevalent in retail businesses. Recognizing the significance of retaining top talent, the company prioritized initiatives aimed at attracting and retaining skilled employees. BJC focused on strategic hiring practices, competitive compensation and benefits, employee recognition programs, clear career progression pathways, and the implementation of Work-Life Balance through flexible work arrangements, fostering a positive and engaging work environment conducive to employee satisfaction and loyalty. These efforts yielded significant results, with BJC witnessing a notable improvement in turnover rates compared to previous years. The total employee turnover rate decreased from 45% in 2022 to 30.63% in 2023, with voluntary turnover decreasing from 33% to 29.14% during the same period. This decline underscores the effectiveness of BJC's initiatives in enhancing employee retention and fostering a more stable workforce. BJC's commitment to addressing turnover is comprehensive, covering 100% of all full-time equivalent (FTE) positions globally, ensuring informed decision-making and targeted strategies to further reduce turnover rates. Moving forward, BJC remains committed to sustaining momentum in reducing turnover rates and cultivating an environment where employees are valued, engaged, and motivated to contribute to the company's success, solidifying its position as an employer of choice in the retail industry.

Year	2020	2021	2022	2023
Total employee turnover rate (People)	62	48	45	28
Voluntary employee turnover rate (People)	46	42	33	26

Data coverage 100% of all FTE Globally

Awards and Recognition 2023

- BJC's head office was honored with the Thailand Labor Management Excellence Award 2023 by the Department of Labor Protection and Welfare, Ministry of Labor, recognizing the company's excellence in labor relations and labor welfare. This marks BJC's 17th consecutive year receiving the award.
- BJC received the Certification of Good Labor Practices ("GLP") from the Department of Labor Protection and Welfare in implementation of the Good Labor Practices International Standard for administration and management in enterprise.

- BJC was awarded the AMCHAM Corporate Social Responsibility Excellence Recognition Award 2023 (Silver) by The American Chamber of Commerce in Thailand, affirming the company's commitment to responsible corporate citizenship.
- The Rights and Liberties Protection Department, Ministry of Justice, bestowed upon BJC the Human Rights Awards 2023, acknowledging the company's dedication to upholding human rights principles.
- BJC was recognized for Excellence in In-House Talent Pipeline Strategy and Excellence in Retention Strategy at the HR Excellence Awards 2023, reflecting the company's efforts in talent management and employee retention.
- Thai Scandic Steel (TSS) received accolades from the Ministry of Labour for achieving Excellent practices establishment on labor relations and welfare at the national level in 2023, marking the company's inaugural year of achievement in this category for the 1st year.
- Rayong Province commended TSS for its commitment to supporting the employment of people with disabilities in 2023.
- TSS located in the Map Ta Phut Industrial Estate, received recognition from the Industrial Estate Authority of Thailand (IEAT) for achieving Excellent practices establishment on community engagement in factory management in 2023.
- Berli Jucker Cellox (CPC) was honored by the Ministry of Labour for its Excellent practices establishment on occupational safety and health at the national level in 2023, achieving the silver level as the 7th year of achievement. This recognition underscores the company's dedication to ensuring a safe and healthy workplace environment for its employees.
- Thai Glass Industries (TGI) was recognized by the Ministry of Labour for its Excellent practices establishment on occupational safety and health at the national level in 2023, marking the company's fifth year of achievement in this area.
- Rubia Industries (RIL) received accolades from the Ministry of Labour for its Excellent practices establishment on labor relations and welfare at the national level in 2023, commemorating the company's fourth consecutive year of excellence.
- CPC achieved the silver level in the Healthy, Safety, and Happy Workplace Project 2023, as awarded by the Ministry of Public Health, reflecting the company's commitment to employee health and well-being.

- CPC was honored with the Thailand Labor Management Excellence Award 2023 by the Department of Labor Protection and Welfare, Ministry of Labor. This esteemed accolade marks the company's fifth consecutive year of recognition for its exemplary management practices.
- BJC Glass (Thailand) Company Limited achieved the gold level in the Healthy, Safety, and Happy Workplace Project for six consecutive years, as awarded by the Ministry of Public Health. This recognition underscores the company's commitment to promoting employee health, safety, and well-being within its operations.
- Thai Malaya Glass (TMG) was commended by the Ministry of Labour for its Excellent practices establishment on occupational safety and health at the national level in 2023, marking the company's third year of achievement in this domain.
- TMG received accolades from the Ministry of Labour for its Excellent practices establishment on labor relations and welfare at the national level in 2023, marking the company's eighth year of achievement in this area.
- TMG was recognized by the Ministry of Labour for its Excellent practices establishment on occupational safety and health at the national level in 2023, marking the company's fourth year of achievement in this area.
- CPC was acknowledged for its commitment to safety through the Zero Accident Campaign 2023, as awarded by the Ministry of Labour. This recognition highlights the company's efforts in promoting a safe working environment and preventing accidents within its facilities.
- Big C Supercenter Public Company Limited was honored with the Thailand Top Company Award 2023 in the Outstanding Retail and Wholesale Industry Group category. The accolade, presented by the Minister of Commerce, recognizes Big C's excellence in the retail sector and its commitment to delivering quality products and exceptional service to customers nationwide.
- Big C was named a finalist for the Best Talent Acquisition Team on LinkedIn at the LinkedIn Talent Awards. This recognition underscores the company's dedication to attracting top talent and fostering a strong team environment.
- BJC and Big C were recognized for their outstanding human resource management practices at the HR Excellence Awards 2023 Thailand, receiving three awards for Excellence in Retention Strategy and Excellence in In-House Talent Pipeline Strategy for BJC and Excellence in Employee Volunteerism for Big C.

3. Occupational Health and Safety

Management Approach

BJC prioritizes occupational health and safety (OH&S) as a fundamental core value, surpassing mere corporate responsibility and sustainability endeavors. The company steadfastly commits to preventing workplace injuries, illnesses, and fatalities, ensuring the physical and mental well-being of its workforce while significantly contributing to the organization's long-term sustainability. BJC implements a comprehensive OH&S strategy encompassing knowledge dissemination, awareness campaigns, rigorous safety protocols, and continuous performance monitoring, adhering to strict OH&S regulations and standards such as ISO 45001:2018. To reinforce its dedication, BJC established the BJC Worker Health and Safety Committee, facilitating employee and contractor engagement in monthly management meetings. Moreover, the company has implemented a Systematic Occupational Health and Safety Management System (OHSMS) and a comprehensive Safety, Occupational Health, and Working Environment Policy across all operations and subsidiaries. These frameworks aim to optimize safety, minimize risks, and ensure the well-being of all associated individuals. By prioritizing occupational health and safety, BJC not only meets legal and ethical obligations but also fosters a culture of care and responsibility, positioning itself as a regional leader in workplace safety through ongoing initiatives and adherence to stringent standards.

BJC Worker Health and Safety Committee

The BJC Worker Health and Safety Committee plays a crucial role in overseeing occupational health and safety (OHS) compliance across all business units and the company's workforce. Serving as a dedicated representative for employees and contractors, the Committee ensures that their voices are heard in monthly management and Safety, Health, and Environment (SHE) meetings, underscoring BJC's commitment to upholding the highest safety standards and exceeding compliance requirements. By actively soliciting feedback and engaging in proactive discussions, the Committee prioritizes the concerns and well-being of employees and contractors, ensuring that safety remains a paramount consideration in all operational decisions.

Through its proactive stance, the BJC Worker Health and Safety Committee enhances its ability to identify hazardous environments, investigate incidents, conduct audits and inspections, and deliver targeted training to strengthen the Occupational Health and Safety Management System (OHSMS). The Committee's multifaceted approach, aligned with ISO 45001 and ISO 14001 standards, includes annual management reviews of the OHSMS, demonstrating BJC's dedication to continuous improvement in workplace safety and health. By fostering open communication and proactive engagement, the Committee empowers employees and contractors to contribute actively to enhancing workplace safety, reflecting BJC's unwavering commitment to creating a supportive environment where everyone can thrive and contribute to the company's success.

Occupational Health and Safety Risk and Hazard Assessment

BJC regularly identifies risks and hazardous environments in its operation to ensure the risks of accidents and injuries are minimized. At least twice a year, BJC will conduct occupational health and safety assessments in accordance with ISO standards. The investigation process is as follow:



Whenever an employee is suspicious of a risk related to health and safety, the risk should be reported to the relevant supervisors. All identified risks will be recorded in the centralized system and the reporter would be protected against any reprisals by the process as show as abovementioned diagram. For details more detail of each step, it is disclosed on website. However, if an employee feels unsafe about the working environment, they have the right to remove themselves from the work situation, which could result in injury or illness. To finish, if a hazardous event occurs in an operation that poses an obvious OHS risk, BJC will disclose the incident to all subsidiaries for investigation, in order to reduce the possibility of a similar incident occurring in other subsidiaries and to ensure this type of incident will be minimized.

➡ Occupational Health and Safety

BJC and its subsidiaries use the Lost-Time Injury Frequency Rate (LTIFR) as quantified targets. Twice a year, risk assessments will be conducted. The identified high risk would be prioritized and integrated into action plans to address the risk and prevent it from happening.

BJC has continuously developed and implemented various controls and mitigation measures to manage relevant OHS risks covering employees, contractors, and relevant activities within its operation. See more detail available on website under BJC Worker Health and Safety Committee section. Actions taken include engineering design to reduce the risk and health and safety for OHS training and OHS services for minimize the Lost-Time Injury Frequency Rate (LTIFR).

Occupational Health and Safety Training

BJC conducted OHS training, which is mandatory for all employees. It was part of the orientation process. The curriculum includes ergonomics, basic first aid, CPR, and firefighting. The training also covers contractors who work with BJC to ensure that BJC's operation and contractor comply with safety standards to reduce the injury rate in the value chain.

2023 Performance

Fatalities

Fatalities	2020	2021	2022	2023	Target 2023
Employee	0	0	0	0	0
Contractor	0	0	0	0	0

LTIFR - Employee

LTIFR - Employee	Unit	2020	2021	2022	2023
Employee	n/millions of Hours Worked	3.29	1.98	1.79	2.12
Coverage	% of Revenue	87.58	89.98	91.37	91.42

Remark: In 2023, Lost time = 184 cases, Medical treatment = 113 cases, Injury frequency rate (IFR) = 3.43
Non hazards have caused to high-consequence injuries in 2023.

LTIFR - Contractor

LTIFR - Contractor	Unit	2020	2021	2022	2023
Contractor	n/millions of Hours Worked	0.79	0.57	0.51	0.50
Coverage	% of Revenue	87.58	89.98	91.37	91.42

Remark: In 2023, Lost time = 18 cases, Medical treatment = 20 cases, Injury frequency rate (IFR) = 1.06
Non hazards have caused to high-consequence injuries in 2023.

Working Hours

Working hours	Hours
Employee	86,710,095
Contractor	35,853,715

Systemic Occupational Health and Safety Management Systems, OHS Identification Assessment and Management, Incident Investigation Process and Occupational Health and Safety Training are stated on the website.

2023 Highlights

OHS Standard

In 2023, BJC Big C and its subsidiaries attained the following International Organization for occupational health and safety standards as well as quality standard:

ISO 45001:2018 - Occupational Health and Safety Management Systems

- BJC Big C (Thailand)
- BJC Big C (Vietnam)
- BJC Big C (Laos)
- BJC Big C (Cambodia)
- Berli Jucker Cellox (CPC)
- Berli Jucker Foods (BJF)
- Rubia Industries (RIL)
- Thai Beverage Can (TBC)
- Thai Glass Industries (TGI)
- Thai Malaya Glass (TMG)
- Thai Scandic Steel (TSS)

ISO 14001:2015 - Environmental Management Systems

- BJC Big C (Thailand)
- BJC Big C (Vietnam)
- BJC Big C (Laos)
- BJC Big C (Cambodia)
- Berli Jucker Cellox (CPC)
- Berli Jucker Foods (BJF)
- Rubia Industries (RIL)
- Thai Beverage Can (TBC)
- Thai Glass Industries (TGI)
- Thai Malaya Glass (TMG)
- Thai Scandic Steel (TSS)

ISO 9001:2015 - Quality Management System (QMS)

- Berli Jucker Cellox (CPC)
- Berli Jucker Foods (BJF)
- Rubia Industries (RIL)
- Thai Beverage Can (TBC)
- Thai Glass Industries (TGI)
- Thai Malaya Glass (TMG)
- Thai Scandic Steel (TSS)

OHS Awards and Recognitions

Berli Jucker Cellox (CPC)

- Honored by the Ministry of Labour for its Excellent practices' establishment on occupational safety and health at the national level in 2023, achieving the silver level as the 7th year of achievement. This recognition underscores the company's dedication to ensuring a safe and healthy workplace environment for its employees.
- Achieved the Silver Level for Healthy, Safety, and Happy Workplace Project 2023, as awarded by the Ministry of Public Health.

- Honored with the Thailand Labor Management Excellence Award 2023 by the Department of Labor Protection and Welfare, Ministry of Labor. This esteemed accolade marks the company's fifth consecutive year of recognition for its exemplary management practices.
- Acknowledged for its commitment to safety through the Zero Accident Campaign 2023, as awarded by the Ministry of Labour. This recognition highlights the company's efforts in promoting a safe working environment and preventing accidents within its facilities.

Thai Glass Industries (TGI)

- Achieved the Gold Level for Healthy, Safety, and Happy Workplace Project, for 6 consecutive years, as awarded by the Ministry of Public Health.
- TGI was recognized by the Ministry of Labour for its Excellent practices' establishment on occupational safety and health at the national level in 2023, marking the company's fifth year of achievement in this area.

Thai Malaya Glass (TMG)

- Achieved the Gold Level for Healthy, Safety, and Happy Workplace Project, for 6 consecutive years, as awarded by the Ministry of Public Health.
- TMG received accolades from the Ministry of Labour for its Excellent practices' establishment on labor relations and welfare at the national level in 2023, marking the company's eighth year of achievement in this area.
- TMG 1 was recognized by the Ministry of Labour for its Excellent practices' establishment on occupational safety and health at the national level in 2023, marking the company's fourth year of achievement in this area.
- TMG 2 was commended by the Ministry of Labour for its Excellent practices' establishment on occupational safety and health at the national level in 2023, marking the company's third year of achievement in this domain.

Rubia Industries (RIL)

- RIL received accolades from the Ministry of Labour for its Excellent practices' establishment on labor relations and welfare at the national level in 2023, commemorating the company's fourth consecutive year of excellence.

Thai Scandic Steel (TSS)

- TSS has been awarded the Green Industry Level 3 (Green System) certification by the Ministry of Industry in 2023. This prestigious recognition acknowledges the company's commitment to systematic environmental management practices, including continuous monitoring, evaluation, and review processes.

Human Rights, Diversity and Inclusion

GRI 2-26, 2-30, 3-3, 406-1, 407-1, 408-1, 409-1, 410-1

Human Rights, Diversity and Inclusion Strategy

In July 2022, the United Nations (UN) underscored the imperative for a clean, healthy, and sustainable environment as a universal human right, urging global action. This declaration resonated deeply amidst escalating concerns about human rights, particularly in light of the profound impacts of climate change. Businesses found themselves at a crossroads, where prioritizing profit often came at the expense of workers' rights and environmental integrity. However, companies embracing a human rights-centric approach not only contribute to societal well-being but also foster fair labor practices and environmental stewardship. Against this backdrop, BJC remained steadfast in its commitment to upholding human rights. Throughout 2023, the company meticulously aligned its strategies with the UN declaration, emphasizing the importance of a safe, inclusive, and diverse workplace. Initiatives promoting employee diversity and inclusion were spearheaded, bolstering efforts to safeguard individual rights and nurture a culture of equality. Moreover, BJC extended its commitment beyond its workforce, advocating for community rights, preserving local traditions, and championing societal equality across Thailand. With robust policies such as the Human Rights Policy, Diversity and Inclusion Management, and Non-Discrimination Policy, BJC's operations exemplify ethical conduct while ensuring compliance with laws and regulations, thereby mitigating negative impacts on human rights.

In response to the global discourse on human rights, BJC intensified its efforts in 2023 to embed ethical considerations across its operations, epitomizing its commitment to social progress and responsible business conduct. From implementing diverse and inclusive initiatives throughout its value chain to safeguarding the rights of local communities and preserving cultural heritage, BJC fortified its stance as a guardian of human dignity. By enshrining its human rights commitment in comprehensive policies and practices, BJC charted a course toward a more equitable future, where businesses serve as catalysts for positive change. In its unwavering dedication to human rights, BJC sets a remarkable precedent for corporate responsibility, demonstrating that ethical business practices are not only a moral imperative but also essential for fostering a more equitable and sustainable future. By prioritizing fairness, equity, and respect across its operations, BJC not only leads by example but also paves the way for a global shift towards more conscientious and socially conscious business practices.

BJC's unwavering dedication to human rights practices earned them well-deserved recognition throughout 2023. On September 1st, the Thailand Human Rights Commission, a leading national body promoting human rights standards, bestowed upon BJC the prestigious Human Rights Model Organization Award. This distinction, the highest awarded in its category for large businesses, underscores BJC's leadership in fostering a workplace environment that respects and empowers all individuals. Just weeks later, on September 22nd, BJC's commitment received further validation when the Department of Rights and Freedoms Protection, under the Ministry of Justice, awarded them the Human Rights Awards 2023 in the Large Business Organizations category. This recognition highlights BJC's successful integration of human rights principles throughout its operations and supply chain. These prestigious accolades serve as a testament to BJC's comprehensive human rights strategy, which goes beyond simply upholding basic rights. The strategy incorporates initiatives like robust human rights management systems, regular impact assessments, open communication with stakeholders, employee training, and ongoing performance monitoring. Ultimately, BJC's dedication extends beyond external recognition and fosters a positive and inclusive work environment for its employees. These achievements demonstrate that businesses can achieve success while upholding fundamental human rights, setting a positive example for others within the industry.



Human Rights, Diversity and Inclusion Management Approach

BJC prioritizes human rights, recognizing their essential role in securing sustainable business growth and addressing emerging global challenges, especially amidst escalating concerns surrounding climate change and its impact on global communities. Demonstrating a commitment that transcends mere legal compliance, BJC aligns itself with the most up-to-date international frameworks, including the 2023 revisions to the UN Guiding Principles on Business and Human Rights. This robust framework incorporates the UN Universal Declaration of Human Rights, the UN SDGs, and ILO guidelines to ensure the highest human rights standards are upheld throughout BJC's operations. Notably, in 2023, BJC maintained its zero-tolerance policy towards child

and forced labor across all operations and its supply chain. Therefore, there were no operations or suppliers in any country or geographic area relevant to BJC considered to have a risk of using child labor or forced labor.

Further solidifying its commitment in 2023, BJC spearheaded a company-wide initiative fostering a “Happy Workplace” culture that champions diversity and inclusion. Encouraging employees to embrace diversity and inclusion, BJC cultivates an environment where every individual feels valued and empowered. This initiative transcends legal compliance by actively promoting a work environment where respect and fair treatment are cornerstones, regardless of race, gender, nationality, or any other background. Furthermore, BJC continuously strengthens its human rights practices through the implementation of innovative initiatives and activities, including the successful launch of a comprehensive whistle-blowing system. These proactive efforts demonstrate BJC’s unwavering dedication to fostering a responsible and inclusive work environment for all employees, while simultaneously upholding the highest human rights standards.

Mechanism to seek advice and raise concerns (Whistle blowing)

BJC prioritizes the highest ethical standards throughout its operations, encompassing its sustainability practices. Recognizing the vital role of transparency and responsible action in achieving lasting sustainability goals, in accordance with BJC’s Human Rights Policy, this robust mechanism to facilitate the seeking of advice and the raising of concerns, commonly referred to as whistleblowing. This mechanism serves as an essential component of BJC’s commitment to transparency and accountability in its operations. Current Human Rights Policy was reviewed and published since 26th July 2023 and is effective from 26 July 2023 onwards for stakeholders to report potential concerns or seek guidance regarding BJC’s sustainability efforts. The Human Rights Policy is provided on company’s link as following.

[➔ Human Rights Policy](#)

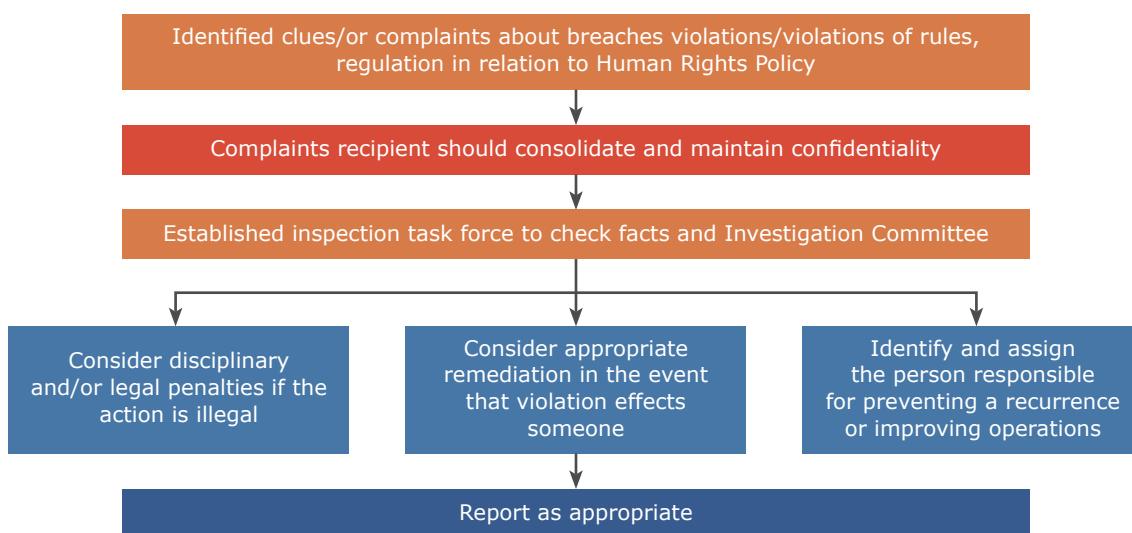
Reporting Potential Sustainability Concerns:

BJC encourages the reporting of any potential issues related to its environmental or social sustainability practices during the 2023 reporting period. This includes concerns such as non-compliance with environmental regulations, improper waste management practices, or human rights violations within the supply chain. Stakeholders can submit information through various channels such as email, hotline, or online platforms, to ensure individuals feel empowered to voice their concerns without fear of reprisal:

- *Dedicated BJC Sustainability Helpline:* This confidential hotline allows for anonymous reporting 24/7.

- *BJC Ethics Portal:* A secure online platform facilitates secure and discreet reporting, with the option for anonymity.
- *Established Internal Reporting Channels:* Employees are encouraged to utilize established internal reporting structures or directly communicate concerns to their supervisors.

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



All reported concerns will undergo a comprehensive and objective review by a designated BJC team. BJC committed to implementing appropriate corrective actions and ensuring a fair and transparent process for all parties involved. BJC values feedback and suggestions for improvement in its sustainability initiatives. By commitment to upholding human rights and ethical standards across BJC operations and supply chain encompassing employees, investors, suppliers and communities, are encouraged to reach out and seek clarification on any aspect of BJC's sustainability approach. This whistleblowing mechanism plays a pivotal role in safeguarding the integrity and reputation of the company while promoting a culture of accountability and responsibility among all stakeholders.

Labor Union and Collective Bargaining Agreement

BJC prioritizes fostering a work environment that empowers its workforce. This commitment is evident in dedicated channels for employee feedback, including a confidential hotline and facilitated meetings. Recognizing the value of collective action, BJC actively encourages the formation and participation in labor unions, upholding the fundamental right to freedom of association. As of 2023, four active labor unions operate across BJC's facilities, fostering collaboration for employee representation and advocacy. Moreover, BJC recognizes 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.

➡ Supplier Code of Conduct

While collective bargaining agreements cover a specific segment of the workforce (in 2023: 3.21%), 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. Notably, BJC 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. Notably, 100% of BJC's workforce is engaged in the welfare committee. Furthermore, BJC adheres to all Thai labor laws and regulations, guaranteeing all employees the right to participate in group discussions and express their ideas freely. By fostering an environment of open communication and unwavering respect for employee rights, BJC empowers its workforce, strengthens its commitment to ethical business practices, and positions itself as a leader in responsible corporate citizenship.

Human Rights Due Diligence Process

BJC establishes itself as a leader in proactive human rights management. Aligning with the UN Guiding Principles on Business and Human Rights (UNGPs), BJC conducts comprehensive human rights due diligence every three years. This rigorous assessment, scheduled for 2023, will meticulously evaluate potential human rights risks across BJC's entire value chain, ensuring responsible and ethical practices throughout its operations. BJC goes beyond the standard due diligence process. Recognizing the importance of continuous improvement, BJC implemented a groundbreaking employee human rights survey in 2023. This innovative initiative gathered valuable insights from employees at all levels, fostering a culture of open communication and identifying areas for potential improvement. The survey revealed that some operational-level employees desired better time management strategies and improved communication from their managers.



BJC swiftly translated these findings into action. The Human Resources and Sustainability & Risk Management Departments collaborated to develop targeted human rights training programs. Managers received specialized training on fostering positive

work environments, while all employees participated in a comprehensive human rights course. The survey results were integrated into the training content, ensuring practical solutions were addressed. This proactive approach exemplifies BJC's unwavering commitment to creating a work environment that respects and empowers all employees, while mitigating potential human rights risks within its operations.

Upholding Human Rights within the Organization

BJC's unwavering commitment to human rights was evident in its comprehensive approach that encompassed both internal and external stakeholders in 2023. Through proactive initiatives, BJC created a safe and inclusive work environment for its employees, while promoting responsible and ethical practices throughout its supply chain. This dedication to human rights principles positioned BJC as a leader in corporate sustainability and contributed to a more just and equitable society. BJC prioritized the well-being and safety of its employees in 2023, implementing robust measures to mitigate risks and create a healthy work environment. This commitment was evident in the following initiatives:

- *Employee Health and Safety:* BJC proactively invested in preventive measures and safety equipment to minimize accidents and occupational illnesses. In the event of an incident, a thorough investigation was conducted to identify root causes and implement corrective actions to prevent recurrence. Recognizing the importance of mental well-being, BJC regularly conducted employee mental health surveys and offered programs that promoted a positive and supportive work environment.
- *Respectful and Appropriate Communication:* BJC fostered a culture of respect and inclusion through continuous training and awareness programs in 2023. These initiatives emphasized respectful communication and behavior towards all stakeholders, including fellow employees, customers, business partners, and other communities.
- *Work-Life Balance:* BJC strived to optimize work processes and provided efficient tools in 2023 to reduce unnecessary overtime. The company also offered flexible work arrangements and encouraged employees to take breaks to maintain a healthy work-life balance. These efforts contributed to a more sustainable and engaging work environment, reducing employee turnover and fostering long-term commitment.

Promoting Human Rights in the Supply Chain

BJC extended its commitment to human rights beyond its own operations in 2023, actively engaging with suppliers to ensure responsible and ethical practices throughout the value chain. Key initiatives in this area included:

- *Raising Awareness Among Suppliers:* BJC communicated its Business Code of Conduct to suppliers, emphasizing the importance of human rights and ethical practices. Regular training sessions were conducted to enhance suppliers' understanding of these principles and their application in daily operations. BJC also expanded its efforts to provide sustainability and human rights training to small-scale suppliers and SMEs in 2023, empowering them to adopt responsible practices.
- *Environmental Stewardship:* BJC recognized the interconnectedness of human rights and environmental protection. The company collaborated with suppliers to reduce their environmental impact through initiatives such as minimizing chemical use in agriculture, promoting efficient energy and water usage, and implementing proper waste management systems. By supporting sustainable practices, BJC helped suppliers minimize their ecological footprint and contribute to a healthier planet for all.

Policy Commitment

In 2023, BJC reaffirms its unwavering commitment to human rights and diversity through its Group-wide Human Rights Policy and Diversity and Inclusion Management. These policies underscore BJC's dedication to upholding best practices across its value chain, ensuring that all stakeholders are equally respected and protected. Emphasizing the importance of compliance with applicable human rights laws and international standards, BJC expects all employees and business partners to adhere to these principles rigorously. Moreover, BJC's Diversity and Inclusion Management and Non-Discrimination Policy highlight the company's commitment to fostering equality and leveraging the diverse perspectives, skills, and experiences of its workforce to drive innovation and business growth.

Expanding its human rights initiatives beyond internal operations, BJC integrates human rights performance as a key criterion in determining business relationships. The company conducts thorough human rights screenings and incorporates human rights clauses into significant investment agreements and contracts. This proactive approach ensures that BJC's business partners share its commitment to ethical conduct and human rights principles, contributing to a more inclusive and responsible business environment. Through these policy commitments, BJC demonstrates its dedication to promoting human rights, diversity, and inclusion as integral components of its corporate culture and business practices.

- ➔ Human Rights Policy
Diversity and Inclusion Management, and Non-Discrimination Policy

Human Rights, Diversity and Inclusion Trainings

1. BJC Human Rights Training

BJC's dedication to fostering human rights awareness and respect throughout the organization remains unwavering. Leveraging the successes of prior iterations, the 2023 human rights training program employed innovative online platforms and the HR mobile application to deliver comprehensive training to employees. The training curricula encompassed BJC's Human Rights Policy, Supplier Code of Conduct, and the United Nations Guiding Principles on Business and Human Rights (UNGP). Key topics addressed included the identification and mitigation of human rights violations, the Human Rights Due Diligence Process (HRDD), and the established whistle-blowing procedures for reporting concerns. As a fundamental element of onboarding, all new recruits are mandatorily enrolled in online discrimination and harassment training alongside their human rights training. Additionally, to ensure sustained knowledge and application, regular on-site training sessions are conducted every three years for all employees and security personnel.



2. Human Rights Training for Big C Store Staffs

Amidst growing public awareness and heightened customer expectations regarding human rights, BJC acknowledges the evolving concerns of Big C customers regarding their rights. Consequently, the company has intensified its commitment to upholding human rights, particularly in the realm of customer service. In 2023, human rights training sessions were conducted across Big C stores nationwide, targeting key personnel at the management level, specifically the Big C store general manager position. These sessions aimed to foster a shared understanding of expected behavioral standards among employees concerning "Human Rights and Customer Service". It was expected that each store general manager, once well-versed in these standards,

would serve as a key role model, setting examples for everyone in the workplace and helping to prevent any future breach cases. These sessions addressed human rights risks associated with customer interactions, including aspects related to health and safety, equity, and data privacy. Real-world business case studies and facilitated discussions further solidified these crucial learnings. This proactive approach ensures that Big C staff are empowered to uphold human rights while delivering an unparalleled customer experience.

Diversity and Inclusion Highlight Projects

1. DiverCity Day 2023



BJC remains steadfast in its long-term commitment to fostering diversity and inclusion within the organization. Building upon the momentum and success of DiverCity Day 2023, the company plans to introduce new initiatives and programs specifically designed to cultivate a diverse and inclusive workforce. This may include unconscious bias training, mentorship programs focused on cross-generational understanding,

and the creation of employee resource groups that cater to specific needs and interests. By creating an environment where everyone can thrive and contribute their unique talents, BJC strives to achieve its long-term goals and contribute to a more equitable and inclusive society for all. The company recognizes that a diverse workforce fosters innovation, strengthens brand reputation, and ultimately fuels long-term business success.

BJC celebrates diversity and inclusion, on June 12, 2023, BJC successfully hosted its annual DiverCity Day, a signature event dedicated to fostering a culture of diversity and inclusion within the organization. Aligned with the theme **"DiverCity – A Space for Everyone"**, the event aimed to:

- *Reinforce BJC's Commitment to Diversity:* The program served to solidify BJC's established policy on diversity and non-discrimination, ensuring a workplace environment that values and respects all employees regardless of background.
- *Promote Awareness and Acceptance:* DiverCity Day fostered employee awareness around the importance of peaceful coexistence and acceptance in the workplace. This included celebrating Pride Month and raising awareness about LGBTQ+ inclusion.
- *Engage Employees in Interactive Activities:* The event featured a variety of engaging activities designed to encourage active participation.

DiverCity Talk: Fostering Open Dialogue



A panel discussion titled **"Diversity at Work – A Safe Space for Everyone"** served as a key highlight. Moderated by Mr. Atirut Kittipatana (Can Atirut), the session featured valuable insights and experiences from BJC executives, including Mr. Aswin Techajareonvikul and Mr. Boonsak Stitmannathum, alongside employee representatives from various generations. With over 254 participants, the discussion fostered open dialogue and a deeper understanding of diversity in the workplace. Employees gained valuable perspectives on navigating different backgrounds, fostering empathy, and building a more inclusive work environment.

DiverCity Games: Learning Through Play



Adding a touch of fun and interactivity, the **“DiverCity Games”** offered an engaging platform for employees to learn about diversity. This interactive game show encouraged teamwork and participation, while simultaneously raising key awareness points. Questions and challenges focused on various diversity and inclusion topics, prompting employees to reflect on their own biases and celebrate the unique strengths each individual brings to the table. All employees were invited to participate and share their perspectives on workplace diversity, contributing to a richer understanding and a more cohesive BJC community.

Building a Culture of Belonging

DiverCity Day 2023 proved to be a resounding success, fostering a strong sense of unity and belonging among BJC employees. The event served as a powerful testament to BJC’s unwavering commitment to creating a workplace that embraces and celebrates diversity. Here, employees feel valued, respected, and accepted for who they are, regardless of their background or identity. This sense of belonging fosters a more engaged and productive workforce, where individuals feel empowered to contribute their unique skills and perspectives to BJC’s overall success.

2. Sanook Kids Big Day

In 2023, BJC Big C underscored its commitment to social responsibility and inclusive education through its continued hosting of the impactful **“Sanook Kids Big Day”** program. This program specifically addressed the needs of children with disabilities by providing them with a unique learning and career exploration experience, which was participated by 50 special needs children, in the interactive workshops designed to cultivate essential vocational skills and offer practical workplace exposure. This immersive approach empowered these youngsters to



explore their aptitudes and identify potential career paths that aligned with their interests. Through this Sanook Kids Big Day 2023, it exemplified BJC Big C's progressive approach to corporate social responsibility. Recognizing the right of all children to access knowledge and develop employable skills, the event fostered a more inclusive learning environment. It empowered children with disabilities to chart their own course towards a fulfilling future.



3. Book for the Blind

BJC Glass (TGI) championed inclusive education in 2023 with its impactful **“Book for the Blind”** initiative. Demonstrating a commitment to social responsibility and diversity, the project addressed an importance needs within the visually impaired community. BJC Glass created digital Braille files for three essential textbooks, subsequently donated to the Center for Educational Technology for the Blind. This initiative empowered over 250 people with visual disabilities by granting them equal access to learning materials and fostering their academic potential. The “Book for the Blind” project exemplifies BJC Glass’s dedication to creating a more equitable and inclusive society, where education serves as a cornerstone for all.



Community Contribution & Development

GRI 3-3, 413-1, 413-2

Community Contribution & Development Strategy

In 2023, amidst the backdrop of ongoing global crises, the imperative to address social issues and nurture community development remains paramount. With escalating poverty rates and growing concerns surrounding climate change, human rights, and labor practices, businesses are urged to maintain vigilance and adaptability to meet evolving stakeholder expectations. Recognizing its role as a responsible corporate citizen, Berli Jucker Public Company Limited (BJC) acknowledges the significant impact of its operations on both the environment and local communities. Understanding the potential for conflicts and environmental degradation, BJC remains unwavering in its commitment to conducting business with accountability, adhering to stringent environmental, social, and governance (ESG) principles.

At the core of BJC's corporate philosophy lies a deep-seated understanding of the interconnectedness between business operations and community well-being. The company recognizes that its activities can potentially give rise to conflicts with local communities and environmental harm, necessitating a balanced approach that addresses both business growth and societal needs. With operations spanning across Thailand, BJC is resolute in its dedication to fostering sustainable development while concurrently addressing challenges within the communities it serves.

In 2023, BJC intensified its commitment to community development, surpassing societal expectations through a comprehensive array of initiatives. Acknowledging education as a fundamental driver of empowerment, BJC's support extended beyond students to encompass teacher development, infrastructure enhancement, and capacity building within its business ecosystem. Moreover, BJC's steadfast dedication to environmental stewardship remained resolute, with active engagement in initiatives aimed at preserving natural resources and enhancing community health and well-being. By upgrading local businesses and endorsing initiatives that bolstered the economy, BJC demonstrated its unwavering commitment to building resilient and flourishing communities. Through its holistic approach to community development, BJC reaffirms its position as a responsible leader, committed to driving positive social impact and fostering a brighter tomorrow for all stakeholders.

Community Contribution & Development Management Approach

BJC's group-wide Corporate Social Responsibility (CSR) strategy focuses on key areas: Education, Environment, Public Health & Community Well-being, and Religion & Culture. Recognizing the ongoing economic impact of the COVID-19 pandemic, BJC strategically adjusted its approach in 2023. Public Health & Community was expanded to encompass Well-being, reflecting a broader commitment to uplifting community livelihoods and fostering long-term resilience.

Moreover, in 2023, BJC demonstrated its enhanced commitment to community contribution and development by setting ambitious long-term targets for each focus area. By 2032, the company aimed to achieve significant milestones in education, environmental sustainability, public health, and community well-being. Throughout the year, BJC made significant strides toward these targets, with notable progress observed across various metrics. However, the company remains resolute in its pursuit of these targets, recognizing the enduring importance of sustained effort and collaboration in driving meaningful change. BJC remains steadfast in its long-term commitment to community development. Ambitious targets for each focus area guide the company's efforts:

Areas	2032 Target	2023 Performance	2021 – 2023 Performance (Accumulated)
Education	15,000 students receive the benefits	3,000 students	9,540 students
Environment	<ul style="list-style-type: none"> 150,000 trees planted 1,500 tons of waste in communities have been managed 	28,711 trees 87 tons of waste	41,645 trees 259 tons of waste
Public Health & Community Well-being	<ul style="list-style-type: none"> 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. 	118,396 people 3,657 tons of products 163 activities	732,225 people 32,525 tons of products 166 activities
Religion & Culture	<ul style="list-style-type: none"> 1,500 activities supporting religions and cultures have been conducted. 	383 activities	457 activities

BJC understands the importance of responsible and sustainable business practices. This extends beyond simply minimizing environmental impact but also contributes to societal progress. BJC prioritizes collaboration with communities and employees from the outset of each project.

As a responsible corporate citizen, BJC remains vigilant in monitoring and evaluating its performance to ensure the satisfaction of all stakeholders, particularly community members. In 2023, the company continued to uphold its commitment to transparency and accountability, with no complaints received from communities regarding its operations and activities. Furthermore, BJC acknowledges the importance of community engagement and collaboration in shaping its projects. By actively soliciting feedback, concerns, and needs from community members, BJC ensures that its initiatives are tailored to address genuine community needs and expectations. Through its collaborative approach, BJC not only delivers sustainable and responsible business practices but also fosters positive societal impact and community empowerment.

Additionally, in 2023, BJC made significant progress toward achieving its 2032 targets across all focus areas. Notably, the company exceeded expectations in education, environment, public health, and community well-being initiatives, reflecting its unwavering commitment to driving positive change. By fostering meaningful collaborations and continuously refining its approach, BJC remains dedicated to making a lasting difference in the communities it serves, contributing to a brighter and more sustainable future for all stakeholders.

Community Communication Channels

BJC recognizes the importance of building strong relationships with communities surrounding its operations. Beyond regular CSR activities and community engagement, BJC is committed to ensuring open and transparent communication. This ensures that community voices are heard and expectations are met.

Standard Communication Channels:

BJC offers multiple communication channels for communities to voice feedback and concerns. These include:

- **Social Media:** Dedicated Facebook pages for BJC Big C and group companies, such as BJC House, BJC Big C Share, CSR BJC Cellox, Your TBC, TGI, BJC Glass, and Big C Big Service, provide a readily accessible platform for community engagement.
- **Physical Address:** BJC's head office at Berli Jucker House is a designated point of contact for community members.
- **Phone Line:** A dedicated phone line at 0-2146-5999 allows for direct communication with BJC representatives.
- **Website:** Contact details for BJC Big C and group companies operation sites are publicly available on the company website (<https://www.bjc.co.th/contact>).



Facebook channels

which consist of BJC and subsidiaries' Facebook pages such as BJC House, BJC Big C Share, CSR BJC Cellox, Your TBC, BJC Glass and Big C Big Service



BJC's head office

at Berli Jucker House, 99 Soi Rubia, Sukhumvit 42 Road, Phrakonong, Klongtoey, Bangkok



BJC's main phone line
at 0-2146-5999



Direct contact at BJC and subsidiaries' operation sites,
where the contact details are publicly available on the website <https://www.bjc.co.th/contact>

Proactive Communication Strategies:

BJC goes beyond standard channels to promote two-way communication with communities:

- **Proactive Inquiry:** Each year, all BJC operation sites actively seek feedback from government offices within their vicinity. This ensures community satisfaction with BJC's operations.
- **Regular Sharing Sessions:** BJC conducts regular community meetings in areas surrounding its operations. These sessions facilitate open dialogue, allowing BJC to address community concerns and build stronger relationships.

By offering a variety of accessible communication channels and adopting a proactive approach, BJC fosters an environment of open communication with its communities. This commitment to transparency and community engagement strengthens BJC's social license to operate and allows for collaborative problem-solving towards a mutually beneficial future.

Maintaining Open Communication Channels, BJC recognizes that effective communication is vital for fostering trusting relationships with surrounding communities. The company's dedicated CSR departments within each business unit manage communication channels and serve as a key point of contact for community concerns. BJC adheres to a rigorous complaint resolution process designed to ensure transparency and responsiveness to community concerns:

- 1. Prompt Acknowledgement:** BJC places a premium on responsiveness. When a complaint is received, the company promptly acknowledges it, utilizing either telephonic or written correspondence. This proactive approach underscores BJC's steadfast commitment to transparency and guarantees that the community feels acknowledged and valued from the outset of the interaction.
- 2. Investigate the Issue:** A comprehensive investigation is initiated to ascertain the validity of the complaint and pinpoint the root cause. This process strategically includes relevant stakeholders, such as community members, employees with subject-matter expertise, and potentially external experts, to guarantee a holistic assessment.
- 3. Action Plan Development:** Based on investigative findings, a detailed action plan is formulated. This plan meticulously outlines specific, time-bound actions to be undertaken, establishes measurable targets to gauge progress, and defines a clear timeframe for remediation and resolution of the identified issue.
- 4. Action Plan Implementation:** The formulated action plan is diligently implemented with close and consistent monitoring to ensure its effectiveness in addressing the identified problem and achieving the desired resolution.
- 5. Continuous Community Engagement:** Throughout the entire resolution process, consistent communication channels are maintained with the community. This may involve the provision of regular progress updates, the facilitation of community meetings, or the utilization of other open dialogue formats to ensure transparency and continued stakeholder input.
- 6. Outcome Assessment:** Following the completion of the resolution process, a rigorous evaluation is conducted to definitively determine whether the identified issue has been comprehensively addressed. This evaluation assesses the effectiveness of the implemented actions and identifies any need for further corrective measures.
- 7. Continuous Improvement:** BJC is committed to a continuous learning process. Each experience, including the resolution of community complaints, serves as a valuable source of knowledge. This knowledge is strategically leveraged to refine existing policies and procedures, enhance employee training on responsible business practices and community engagement, and implement robust monitoring and evaluation mechanisms to ensure the continued effectiveness of the complaint resolution process.

Corporate Philanthropy Activity and CSR Budget Allocation

In 2023, BJC allocated its budget to various areas of focus within Corporate Philanthropy Activity and Corporate Social Responsibility as outlined below:



Education:
4,188,676.60 THB
accounting for **9%** of the total budget

Religion & Culture:
21,549,568.44 THB
making up **49%** of the total budget

Environment:
14,588,403.46 THB
representing **33%** of the total budget

Public Health & Community Well-Being:
3,975,293.32 THB
constituting **9%** of the total budget

BJC’s Corporate Citizenship & Philanthropy

BJC employed a comprehensive CSR strategy in 2023 to guide its philanthropic activities and assess program effectiveness, aligning them with the United Nations Sustainable Development Goals. The company ensured synergy across all business units to effectively support initiatives in Education, Environment, Public Health & Community Well-being, and Religion & Culture throughout the year. To gauge the impact of its corporate citizenship and philanthropy programs, BJC meticulously tracked contributions across various categories, including cash donations, employee volunteering during paid working hours, in-kind giving, and management overhead. The breakdown of contributions for each category is outlined below:

Total Contributions 44,301,941.82 Baht



Cash Contributions
28,913,785.50 Baht



Employee Volunteering
1,473,591.08 Baht



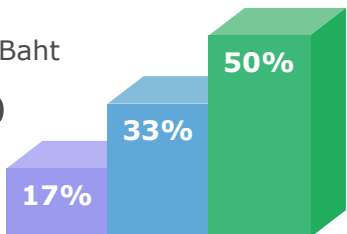
In- Kind Giving
356,295.12 Baht



Management Overhead
13,558,270.12 Baht

Type of Philanthropic Activities

Total
44,301,941.82 Baht
100%



Charitable Donations
7,546,349.45 Baht

Commercial Initiatives
14,710,280.74 Baht

Community Investment
22,045,311.63 Baht

BJC is committed to maximizing the positive impact of its corporate citizenship and philanthropic activities. This commitment is bolstered by a rigorous data-driven approach that fosters strategic resource allocation and continuous improvement. The BJC CSR team plays an important role in gathering and analyzing data related to corporate citizenship and philanthropic activities. This data is then consolidated into quarterly reports presented to the Sustainable Development Committee. These reports empower the committee to evaluate program effectiveness and strategically allocate budgetary resources. By aligning CSR efforts with identified material topics and overall corporate strategy, BJC ensures its initiatives generate the greatest positive impact.

BJC actively cultivates a culture of stakeholder engagement. Recognizing the importance of feedback in optimizing program effectiveness, the company conducts satisfaction surveys following each activity. These surveys are distributed to employees and community members directly involved in the initiatives. The aggregated results provide actionable insights that inform the development of future CSR activities.

BJC demonstrates a commitment to continuous improvement by actively incorporating lessons learned from past experiences into its operational policies and procedures. This proactive approach ensures that BJC's CSR efforts evolve and improve over time. For example, instances of low community satisfaction scores trigger a root cause analysis to identify and address underlying issues. Furthermore, BJC has institutionalized regular community engagement activities and dedicated feedback mechanisms within its operations.

By proactively addressing sustainability challenges, BJC underscores its dedication to responsible business practices. This data-driven, feedback-oriented approach optimizes resource allocation, ensures program effectiveness, and ultimately contributes to the long-term well-being of the communities BJC serves.



Education

BJC exhibits a sustained commitment to fostering a well-equipped and globally aware youth population through a meticulously crafted and impactful approach. Recognizing

the interconnected nature of the educational ecosystem, BJC's social initiatives target distinct interdependent segments: educators, schools and institutions, and students. This holistic approach fosters a comprehensive and sustainable model, ensuring long-term positive outcomes. This strategy is investment in educators, acknowledging their role in shaping future generations. Initiatives such as "Rong Reaun Fun Nam Nom" empower educators and students with practical skills in compost production, promoting environmental responsibility and reducing food waste, and a significant contributor to global warming. Additionally, the "Kru Thai Khong Pan Din" program enhances pedagogical skills of elementary school teachers nationwide, equipping them with the latest tools and methodologies to ignite a passion for learning within their students. These targeted investments ultimately empower educators, consequently fostering a well-equipped and empowered youth population prepared to navigate the complexities of the global stage.

1. Rong Reaun Fun Nam Nom (BJC Primary Greenhouse Project), emerging from the Remote School initiative, embodies a captivating tale of sustainability and community empowerment, imparts knowledge on compost fertilizer production to schools in Chiang Mai province. Over 30 schools benefit from this endeavor at the Northern Agricultural Product Center in Chiang Mai. This training aims to reduce food waste, a contributing factor to global warming, and alleviate expenses on purchasing compost fertilizer for schools. Additionally, it promotes agricultural skills among schools through the company's business knowledge dissemination. It's a transformative journey, where educators and students alike delve into the intricacies of sustainable practices, learning not just about composting but also about the interconnectedness of their actions with the broader ecosystem. As the schools embrace these teachings, they embark on a mission to reduce food waste, combatting a key contributor to the global climate crisis. Beyond the mere act of composting, the project ignites a spark of environmental stewardship within the hearts of participants, empowering them to become custodians of the earth. As the seeds of knowledge take root, they not only yield bountiful harvests but also sow the seeds of change, transforming communities and landscapes alike.

- *Social Impact:* Benefited to promote sustainable practices in schools for 3,000 students, fostering a sense of environmental responsibility and community engagement.
- *Business Impact:* BJC's Reduced food waste by 7,490 kilograms per year and contributed to a more sustainable food system.



2. Kru Thai Khong Phan Din (BJC Thai Teachers of the Land) With over 9 years of operation, this endeavor project emphasizes the development of elementary school teachers' potential to compete at the international level. Past activities include selecting exemplary teachers nationwide, organizing hands-on training camps, disseminating knowledge to regional teachers, and training on the use of contemporary teaching media. Over 5,000 teachers from all regions have participated in the project. Through a meticulously curated curriculum and hands-on training camps, teachers are not only equipped with the latest pedagogical tools but also imbued with a profound sense of purpose in shaping the minds of tomorrow. As teachers immerse themselves in the intricacies of modern teaching methods, they become catalysts for change, igniting a passion for learning that reverberates throughout their communities. Beyond the classroom, the project serves as a conduit for socioeconomic empowerment, with participating teachers seamlessly integrating into the retail ecosystem as valued members of the Asia Books and Big C stores, thereby enhancing their economic prospects and reinforcing their commitment to educational excellence.

In 2023, a course on developing online teachers was held to integrate teaching into the digital age and enable students learn through the process of games. This year's training courses include: 1. Security is approaching everyone 2. Creative game board to establish learning relationship.

- *Social Impact:* In 2023, 2,579 teachers from 250 schools from all regions of Thailand immerse themselves in practical training, enriching their pedagogical repertoire and fostering educational excellence.
- *Business Impact:* The project fosters a symbiotic relationship between education and commerce, with 2,311 new members joining the Big C plus app, thereby bolstering customer engagement and loyalty.



Environment for Community

BJC leads a robust Responsible Consumption and Production Initiative, empowering Thai communities for sustainable practices and a greener future. This ongoing effort includes diverse projects addressing environmental challenges and promoting responsible resource management, regularly reviewed for effectiveness. The following highlights some of the initiative's impressive accomplishments from 2023:

1. Exchange Cellox Tissue Project promoted cost-saving and ecological responsibility by incentivizing households to recycle paper waste. For every kilogram of recycled paper, participants received two rolls of Cellox Tissue, fostering waste reduction and resource efficiency at the community level. This innovative initiative not only curbs household expenses but also champions a circular economy model, where waste is transformed into valuable resources. By engaging in this exchange, communities actively contributed to environmental sustainability while gaining access to essential household items, thus fostering a culture of waste reduction and responsible consumption.

- *Social Impact:* The project empowered households to actively participate in waste reduction efforts, fostering a sense of environmental responsibility and community solidarity. By providing access to essential household items in exchange for recyclable paper waste, the project enhanced the quality of life for local residents, particularly those in underserved communities. Moreover, by promoting waste separation practices, the project educates and empowers individuals to take proactive steps towards environmental conservation, laying the foundation for a more sustainable future. Paper waste 60,958 kg exchanged for 121,916 rolls of tissues, value approximated 15 baht/roll, thus saved household expense by 1,828,740 baht.
- *Environmental Impact:* By engaging with local communities and promoting environmentally-friendly practices, the company cultivated a loyal customer base that values ethical and sustainable business practices. Moreover, by utilizing recycled paper waste as raw material for tissue production, Berli Jucker Cellox (CPC) reduced its reliance on virgin resources, mitigating environmental impact and positioning itself as a leader in green innovation within the industry. The project significantly reduced landfill paper waste by over 60,000 kilograms, showcasing the tangible benefits of community-driven sustainability initiatives.
- *Business Impact:* Reduced production costs by 483,091.6 baht, which improved the profitability of businesses.



2. Surplus Food Donation Project: This project was launched in 2020 in collaboration with the Scholars of Sustenance Foundation (SOS), this ongoing endeavor exemplifies Big C's commitment to combating food loss and waste while championing social welfare. In 2023, Big C continues its partnership with SOS, steadfast in its mission to redistribute surplus food to local communities in need. By redirecting unsellable food items to the SOS Foundation, Big C has facilitated the distribution of over 164,415 kilograms of surplus food to disadvantaged individuals across Thailand.

- *Social Impact:* The ripple effect of this initiative is evident in the substantial social impact it has generated. Through the provision of over 123,679 meals to those in need, the project not only addresses immediate hunger but also fosters a sense of solidarity and compassion within communities. By ensuring access to nutritious meals, Big C and SOS empower individuals to lead healthier and more dignified lives, nurturing a sense of belonging and inclusivity within society.
- *Environmental Impact:* Beyond its social ramifications, the project significantly contributes to environmental sustainability. By diverting surplus food from landfills, the initiative reduces carbon dioxide emissions by an estimated 74,502 kilograms, mitigating the environmental footprint associated with food waste. Through conscientious resource management and collaborative partnerships, Big C demonstrates its commitment to environmental stewardship, paving the way for a more sustainable future.



3. Green Shelter Project: This project was a collaborative initiative between BJC and the Friends in Need (of "PA") Volunteers Foundation, Thai Red Cross. BJC actively supports the project by collecting used milk cartons at all Big C locations nationwide. These collected cartons are transformed into recycled roofing sheets and construction materials for building shelters and accommodation for disaster victims and communities in distress across the country.

- *Social Impact:* Through this project, 10 homes were successfully built, providing shelter for communities in need.
- *Environmental Impact:*
 - *Waste Reduction:* The project diverted a substantial amount of waste from landfills by collecting and upcycling 10 million of used milk cartons, resulting in a total waste reduction of 98.97 Tons.

- *Carbon Footprint Reduction:* By promoting recycling and upcycling, the project demonstrably contributed to a reduced carbon footprint through a decrease of 403,797 kilograms of carbon dioxide (CO₂) emissions, thus mitigating its environmental footprint and contributing to carbon neutrality efforts.
- *Business Impact:* Big C's commitment to community engagement and environmental stewardship is evident, as the project strengthens ties with the Friends in Need (of "PA") Volunteers Foundation, Thai Red Cross and enhance its brand reputation among sustainability-minded consumers, potentially leading to increased customer loyalty. BJC's participation in public awareness campaigns can boost customer engagement, while employee involvement can improve morale. Finally, a strong CSR profile can attract and retain top talent.



Extra Environmental Projects

1. BJC Big C Eco Fest 2023

The BJC Big C Eco Fest 2023 stands as a testament to BJC's leadership in promoting environmental awareness within communities. The BJC Big C Eco Fest 2023 served as an inspiration for all to embrace a more sustainable lifestyle and contribute to a greener future for generations to come and shining examples of BJC's unwavering commitment to environmental sustainability. This community festival aimed to inspire both employees and the public to take an active role in protecting our planet. Participants in this activity was around 500 individuals. Engaging Activities encompassed three key elements:

- *Second-Hand Market:* Over 30 booths were set up by staff to sell goods, fostering a culture of recycling, and promoting environmental awareness. This initiative not only promoted waste reduction but also supported the circular economy.
- *Environmental Education Zone:* Interactive workshops and exhibits tackled crucial topics like greenhouse gases and living a sustainable lifestyle based on the "8Rs" framework (Reduce, Reuse, Recycle, Rethink, Refuse, Rot, Recover, Redesign).

- *Fun Activities and Prize Giveaways:* Engaging games and activities fostered a lively atmosphere, while all proceeds were donated to support a tree-planting initiative in honor of World Environment Day.



The positive outcomes of the festival included:

- Proceeds from the event were used to plant trees in honor of World Environment Day, over 100,000 baht raised in donations.
- Planting of 3,100 trees.
- Estimated carbon dioxide absorption of 27,900 kilograms by the newly planted trees.

2. Thai Glass Industries (TGI) Glass Bottle Recycling Program in Bangna Community



TGI collaborated with the Bangna 1 Community and the local homeowners' association to launch a glass bottle recycling program. The program aims to reduce waste, lower

living expenses for residents, and create a cleaner and healthier community environment. The program successfully collected 644.8 kilograms of recyclable materials, including: 452 kilograms of glass bottles, 156 kilograms of clear plastic bottles, 35 kilograms of paper 1.8 kilograms of aluminum cans. The collected materials were then exchanged for various household necessities, benefiting participating residents and contributing to a more sustainable community. This initiative demonstrates TGI's commitment to environmental stewardship and community engagement.

3. Rubia Industries (RIL) and Nokkaew Soap for Environmental Protection Initiative.

RIL partnered with Nokkaew Soap to launch an environmental protection initiative. The program encourages students, teachers, and parents in the community to collect and recycle used plastic bottles. For every 30 used plastic bottles collected, participants can redeem a pack of Nokkaew soap for only 25 baht. The collected bottles were then donated to Wat Jark Daeng, a local temple, to be upcycled into 112 sets of Buddhist monks' robes.

4. Rubia Industries (RIL) Embraces Sustainability with Community Reforestation

Rubia's Care and Protect the Environment Tree Planting Project epitomized RIL's dedication to environmental stewardship and community engagement. With 70 volunteers, RIL took action by planting 1,000 trees to enhance carbon absorption in designated areas. The project aimed to boost carbon dioxide absorption by 9,000 to 15,000 kilograms annually, promote biodiversity within the mangrove ecosystem, and foster a sense of environmental responsibility among its workforce. This initiative resonated with RIL's sustainable ethos, emphasizing the company's commitment to harmonizing business expansion with environmental conservation. By prioritizing responsible practices, RIL contributed to societal well-being and ecological sustainability, paving the way for a brighter future for all stakeholders.



5. Big C's Tree Planting and Fish Releasing Project

Big C's tree planting project at its branches in Satun and Nakhon Sawan 2 aimed to contribute to community development and environmental sustainability. In Satun, Big C supported the National Labor Day mangrove planting project, contributing to

the restoration of 100 acres of coastal ecosystem with 300 small-leaved and 400 large-leaved mangrove saplings, across a 100-acre area, resulting in a reduction of carbon dioxide emissions by an estimated 6,300 to 10,350 kilograms of carbon dioxide annually. Meanwhile, in Nakhon Sawan 2, commemorating the 100th anniversary of the birth of Her Royal Highness Princess Galayani Vadhana, over 10 species of trees, including mangroves, were planted in the Bueng Boraphet Wildlife Sanctuary. Additionally, 100,000 silver barb fish, 200 striped catfish, and 200 pangasius catfish were released into the sanctuary's waters, enriching biodiversity, carbon sequestration efforts, and supporting the local fishing community.



6. Big C and DHL Launch 100% Electric Vehicle Transportation Project to Drive Sustainable Supply Chain and Decarbonization

Big C and DHL Supply Chain Thailand have partnered to launch a 100% electric vehicle (EV) transportation project, pioneering clean energy logistics and contributing to a sustainable supply chain and environmental conservation. The project initially deploys EV trucks to transport and distribute goods from Big C's distribution center to three Big C branches in Bangkok: Saphan Khwai, Ratchada, and Ratchadamri. This initiative aims to reduce carbon dioxide emissions, support Thailand's goal of achieving carbon neutrality by 2050, and promoting long-term environmental stewardship. By embracing innovative and sustainable solutions, Big C and DHL are demonstrating their commitment to environmental stewardship and leading the way towards a greener future.



7. Turning Trash into Merit Project for Prostheses Foundation of HRH the Princess Mother

The project was a highly successful initiative that combined environmental responsibility with positive social impact. Launched in the past, the project focused on collecting aluminum cans for recycling. The proceeds generated from the recycled cans were then donated to the Prostheses Foundation, directly supporting over 3,000 individuals in need. This project delivered tangible results across multiple dimensions. Firstly, it promoted recycling, which led to a reduction in waste and the conservation of natural resources. Secondly, it generated income for communities, stimulating the local economy and improving livelihoods. Most importantly, it provided crucial support to individuals with disabilities by equipping them with prosthetic limbs. This in turn empowered individuals with disabilities to reclaim their lives, pursue careers, and achieve greater self-sufficiency.



Public Health & Community Well-being

In 2023, BJC maintained its unwavering commitment to public health and community welfare, prioritizing them as core values. By promoting universal healthcare access and safety standards, BJC exemplified ethical leadership and societal responsibility. Through innovative projects and proactive measures, BJC addressed immediate healthcare needs while fostering long-term community resilience and prosperity. This included preventative healthcare initiatives, educational workshops, and strategic infrastructure development, empowering communities to actively shape their well-being. By prioritizing societal welfare, BJC served as a catalyst for collaboration and positive change, contributing to broader national well-being.

BJC Big C Group Donates Blood to the Red Cross

In the first quarter of 2023, BJC Big C Group, spanning across the nation, demonstrated commendable unity in addressing the pressing issue of blood shortages. Through a concerted effort, these establishments collectively contributed a substantial amount of 985,600 CC of blood to various blood banks during the first quarter of 2023. This

significant donation signifies not only a generous gesture but also a profound commitment to safeguarding public health and enhancing community well-being. By actively participating in blood donation drives, BJC Group emphasized its corporate responsibility towards the welfare of society, illustrating a tangible dedication to supporting essential healthcare services. Moreover, this collaborative endeavor showcased the company's strong ethos of social responsibility and underscored its role as a conscientious corporate citizen devoted to making meaningful contributions to the broader community. Moving into the second quarter of 2023, BJC Group continued its admirable efforts in addressing blood shortages across the nation. With participation from 11 branches, including TGI, CPC Bangplee, Thai Malaya Glass, and Big C outlets in various provinces, a total of 1,940,950 CC of blood was collected from 5,167 donors.



Big C Free Haircuts

Big C initiated a comprehensive community well-being campaign across five nationwide branches, offering complimentary haircuts. This initiative not only provided essential grooming services but also facilitated social interaction and support. In Trang, men received free haircuts, while in Nakhon Si Thammarat, students and customers enjoyed beautification sessions. Additionally, at Hat Yai 2, the "Cut, Fill, Heart" project aimed to uplift store patrons and local residents through complimentary grooming services. Furthermore, at Nam Yuen, customers received free haircuts upon spending over 500 Baht, enhancing their shopping experience and fostering community engagement. Similarly, at Nakhon Sawan 2, patrons enjoyed complimentary haircuts courtesy of a renowned beauty school, with participation from over 300 individuals. Moreover, across Big C's seven branches nationwide, including Trang, Nakhon Si Thammarat, Hat Yai 2, Pattaya 3, Nakhon Sawan, Khon Kaen 1, and Si Sa Ket, free haircuts were offered to both customers and community members, supporting local schools in providing complimentary grooming services. With over 210 individuals benefiting from free haircuts at these locations, these initiatives underscore the tangible benefits of fostering community well-being and sustainability, aligning with broader public health objectives.



Big C Group Strengthens Communities Through Affordable Products

Big C, spanning 13 branches nationwide, established special booths to distribute discounted products, aiming to enhance the quality of life in local communities. In Nakhon Sawan 2, partnerships were formed with local markets, temples, and healthcare facilities. Similarly, in Phitsanulok, collaborative efforts with the community were made to promote tourism in the Wang Nok Ae subdistrict. Meanwhile, Narathiwat focused on providing affordable consumer goods in collaboration with local authorities. In Trang, mobile units reached out to residents in Tambon Thung Khai and vocational colleges in Yantakao District. Additionally, Trang's branch collaborated with Sri Trang Factory and Sikao District to distribute budget-friendly products. These initiatives extended to Nakhon Sawan 2, Phitsanulok, Pattani, Trang, Khon Kaen 1, Si Sa Ket, Lampang, and Krabi, where special product booths were established to benefit communities on various occasions.

Activities to assist communities/vulnerable groups

BJC Group actively invests in the well-being of communities it serves through a multifaceted approach. In 2023, BJC's initiatives included empowering 100 students at a police academy in Mae Sot with culinary skills through kitchen equipment donations, and ensuring safe sanitation for over 100 elderly residents in Nakhon Phanom by supporting the "Happy Toilet Bowl" project. Additionally, BJC partnered with a dairy brand for World Milk Day, donating 44,160 boxes of milk to 3 welfare centers and 30 schools in need across the country. Big C branches further demonstrated their commitment by offering free COVID-19 vaccinations to 400 people in collaboration with a hospital and local authorities.

BJC's commitment extends beyond its core business. BJC Big C and group companies launched anti-drug campaigns, reaching 94 households in a community, to raise awareness about the dangers of drug addiction. They also distributed food packages to senior residents in Khlong Samrong Village and donated products to 90 people in communities near their factory. Notably, one group company collaborated with the Bang Phli Subdistrict Administrative Organization to repair houses for 693

underprivileged households, benefiting approximately 3,465 people. Additionally, TMG organized a volunteer activity with the Saraburi Girls' Shelter, bringing joy to 270 children during the Songkran festival. These diverse initiatives, addressing the needs of various groups and reaching a significant number of beneficiaries, demonstrate BJC Group's dedication to building a more sustainable and equitable society.

Don Jai Project

The Don Jai Project emerged as a response to the formidable challenges confronting traditional grocery stores across Thailand. These longstanding establishments, deeply ingrained in Thai culture and crucial to the nation's economy, faced challenges from the emergence of modern convenience stores. As consumer preferences shifted and technology advanced, these local businesses struggled to adapt, risking obsolescence in an increasingly competitive market. Recognizing the importance role these enterprises play in local communities and their potential to drive sustainable economic growth, BJC Group demonstrates its commitment to sustainable development through the Don Jai Project, a comprehensive initiative launched in 2021. The project aims to empower local grocery stores and foster a thriving retail ecosystem in Thailand. The Don Jai Project was conceived with a clear objective: to provide vital support for the survival and evolution of traditional grocery stores. By the end of 2023, the Don Jai Project had grown significantly, supporting over 1,944 stores nationwide, offering a win-win partnership for all stakeholders.

Building a Win-Win Partnership: Empowering Local Stores for Success

The project has made significant strides in bolstering the resilience and competitiveness of local stores. Over 1,000 stores received comprehensive assistance, creating a robust ecosystem where collaboration between suppliers and stores fostered mutual growth. Leveraging the extensive supplier network of BJC, participating stores gained access to a diverse array of over 8,000 specially curated products at preferential pricing. This not only expanded product offerings but also enabled manufacturers to harness customer data for tailored product development, thereby enhancing customer satisfaction and driving sales growth. The Don Jai Project offers a unique business model that empowers local grocery store owners and strengthens their position in the market:

- **Store Ownership and Autonomy:** Unlike traditional franchise models, Don Jai store owners retain full ownership and complete control over their businesses. They keep all profits after operational costs, fostering a strong sense of ownership and entrepreneurial spirit. This ownership model incentivizes store owners to be highly invested in the success of their businesses, leading to a more engaged and dedicated approach to customer service and product selection.

- **Enhanced Efficiency and Modernization:** Don Jai provides support to modernize stores and optimize operations. This includes equipping stores with the Smart SME POS system, a cutting-edge technology solution that allows for efficient inventory control, daily sales tracking, and customer relationship management (CRM) tools. Additionally, the project facilitated direct delivery services to stores, eliminating the need for store owners to procure products elsewhere. These advancements empower store owners to make informed data-driven decisions, streamline operations, and improve profitability.
- **Streamlined Supply Chain and Strategic Product Selection:** Stores receive direct delivery of over 8,000 carefully curated products at competitive prices from BJC's vast network of over 3,000 suppliers, including more than 30 strategic key suppliers. This not only reduces procurement costs but also ensures access to a wider product variety, allowing stores to cater to the diverse needs of their local communities. Don Jai's strategic product selection considers factors like local demographics and buying habits, ensuring stores have the products most desired by their customers. This not only benefits consumers but also strengthens relationships with local suppliers, who gain access to a wider customer base through the Don Jai network.

Investing in Social Responsibility and Community Growth

The Don Jai Project extends beyond mere business support. Recognizing its social responsibility, the project has implemented impactful initiatives that directly benefit communities by improving educational opportunities and living standards for children in each region. Through donations of computers and consumer goods to schools, the project contributed to creating a more conducive environment for learning and growth:

- **Bridging the Digital Divide in 2023:** In recognition of the importance of digital literacy and education, Don Jai donated 92 computers and essential consumer goods to 11 schools nationwide in 2023. This initiative positively impacted over 9,826 students, providing them with improved learning resources and fostering a more connected learning environment. A regional breakdown of the impact as following:

Region	No. of Branches	No. of Donated computers and essential goods	No. of students benefiting
Northeastern Thailand	628	30	396
Southern Thailand	534	22	2,165
Eastern Thailand	271	10	154
Central Thailand	253	10	108
Northern Thailand	92	10	5,659
Western Thailand	166	10	1,344
Total	1,944	92	9,826

- **Knowledge Sharing and Capacity Building:** The “Don Jai on Tour” campaign, launched in early 2023, visited key provincial capitals across Thailand. This initiative provided small business owners with valuable insights and knowledge on adapting to evolving consumer preferences and market trends. The campaign equipped them with the tools and strategies to remain competitive in their local markets. For instance, workshops focused on understanding online shopping habits and leveraging social media for local marketing efforts. This knowledge empowers store owners to adapt their businesses to the changing retail landscape, ensuring their long-term success and continued contribution to the local economy.

Continuous Improvement and Customer Focus

BJC prioritizes continuous improvement and customer satisfaction within the Don Jai Project:

- **Clear Communication Channels:** Recognizing the importance of effective communication, dedicated communication channels were established in 2023. Feedback mechanisms, such as media channels and customer satisfaction surveys, were diligently utilized to gather insights and refine operational strategies. These channels serve to explain project details, answer questions from store owners, and gather valuable customer feedback to excellence and responsiveness to the needs of stakeholders.



- **Robust Voice of Customer (VOC) Program:** A comprehensive VOC program was implemented in 2023. Through this program, customer feedback is actively collected via a dedicated call center (02 146 5954) and through individual Don Jai stores. This feedback is then analyzed and used to drive continuous improvement in service quality across all Don Jai stores.

Call Contact Center โทรสาร	YTD 2023			Jun			Jul			Aug			Sep		
	CASE		CLOSE	CASE		CLOSE	CASE		CLOSE	CASE		CLOSE	CASE		CLOSE
	1979	1991	95.1%	191	190	99.5%	334	331	99.1%	274	256	93.4%	313	257	82.1%
แยกตามจังหวัด	YTD 2023			Jun			Jul			Aug			Sep		
	CASE	CLOSE		CASE	CLOSE		CASE	CLOSE		CASE	CLOSE		CASE	CLOSE	
กรุงเทพมหานคร	201	201	99.5%	23	23	100.0%	23	23	100.0%	23	21	100.0%	34	33	97.1%
นนทบุรี/นนทบุรี	5	5	100.0%	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!
นนทบุรี	3	3	100.0%	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!
นนทบุรี	30	29	96.7%	1	1	100.0%	9	9	100.0%	5	5	100.0%	3	3	100.0%
นนทบุรี	290	273	97.8%	72	72	100.0%	71	71	100.0%	77	73	96.0%	84	77	91.8%
นนทบุรี	341	326	95.6%	49	49	100.0%	60	60	100.0%	43	35	81.4%	46	36	78.3%
นนทบุรี	48	48	100.0%	1	1	100.0%	12	12	100.0%	9	9	100.0%	38	37	97.4%
นนทบุรี Call center	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!
นนทบุรี	38	38	100.0%	2	2	100.0%	2	2	100.0%	5	5	100.0%	8	8	100.0%
นนทบุรี	11	11	100.0%	0	0	#DIV/0!	1	1	100.0%	1	1	100.0%	5	4	80.0%
นนทบุรี/นนทบุรี	49	48	98.0%	4	4	100.0%	10	10	100.0%	11	11	100.0%	12	12	100.0%
นนทบุรี	32	31	96.9%	0	0	#DIV/0!	7	7	100.0%	7	6	85.7%	7	7	100.0%
นนทบุรี	23	23	100.0%	3	3	100.0%	2	2	100.0%	6	6	100.0%	0	0	#DIV/0!
นนทบุรี	15	14	93.3%	1	1	100.0%	1	1	100.0%	8	8	100.0%	2	1	50.0%
นนทบุรี	14	14	100.0%	2	2	100.0%	4	4	100.0%	6	6	#DIV/0!	3	3	100.0%
นนทบุรี	253	238	94.8%	36	36	100.0%	96	96	100.0%	44	42	95.5%	31	27	87.1%
นนทบุรี	97	97	100.0%	0	0	#DIV/0!	23	23	100.0%	29	28	96.6%	45	36	80.0%
นนทบุรี	25	23	92.0%	0	0	#DIV/0!	11	10	90.9%	16	9	56.3%	4	2	50.0%
นนทบุรี	27	27	100.0%	3	3	100.0%	5	5	100.0%	3	3	100.0%	2	0	0.0%

Measurable Success in 2023

By the end of 2023, the Don Jai Project achieved significant milestones:

- **Network Expansion:** The store network expanded to encompass 1,944 locations across all regions of Thailand, demonstrating the project's growing popularity and impact.
- **Social Impact:** Over 9,800 students benefitted from computer donations and improved learning resources, highlighting the project's commitment to community development.
- **Enhanced Customer Focus:** Effective communication channels and a robust VOC program demonstrate BJC's commitment to prioritizing customer satisfaction within the Don Jai Project.

Support Thai SMEs and Farmers

BJC recognizes the pivotal role of Thai farmers in the nation's food security and economic development. Despite their crucial contributions, farmers often grapple with challenges like erratic weather patterns, resource limitations, and market fluctuations, hampering their sustainability and economic well-being. To address these issues, BJC is steadfast in supporting Thai farmers through initiatives promoting sustainable agricultural practices, expanding market access, and fostering community resilience. In 2023, Big C intensified its commitment to empowering local SMEs and farmers by directly procuring top-quality, locally-sourced products, while launching a pumpkin cultivation program in the marginalized communities of Fang district, Chiang Mai province. By integrating these efforts into its supply chain, Big C not only boosts economic opportunities but also reinforces environmental stewardship and community strength.



In 2023, BJC built on its 2022 achievements by expanding its direct procurement program to purchase 3,657 Tons of 120 products of Thai fruits and vegetables directly from farmers, providing a stable income. This initiative not only ensures the freshness and quality of produce for BJC customers but also contributes to the economic prosperity of rural communities. Additionally, BJC provides farmers with training and resources to enhance practices, reduce environmental impact, and enhance productivity, alongside investments in renewable energy and water conservation. Through these collaborative efforts, BJC is fostering a sustainable and inclusive food system, improving farmer livelihoods, bolstering community resilience, and securing the long-term prosperity of Thailand's agricultural sector.

Religions and Cultures

BJC is dedicated to contributing to the preservation and promotion of religion and culture within communities. Recognizing every community member as a stakeholder and potential customer, BJC emphasizes the importance of fostering community engagement and satisfaction. Given the significance of religion in many communities, the company is committed to promoting and supporting the diverse religious traditions present in the country. Furthermore, BJC aims to maintain strong relationships with communities and uphold Thailand's rich cultural heritage by actively participating in and preserving local traditions and customs. Through these efforts, BJC seeks to enhance community development while embracing sustainability principles rooted in respect for regional cultures and traditions.



1. Activities Promoting Religious and Cultural Values

Throughout 2023, BJC Big C group initiated a variety of community engagement activities aimed at fostering cultural heritage and contributing to local development. Among these initiatives was the facilitation of a forest fabric weaving event at Wat Phra Yaiyam in Bangkok, which not only served as a platform for cultural preservation but also helped raise funds for the restoration of religious sites. This event attracted participants from diverse backgrounds, showcasing the inclusive nature of the endeavor. Furthermore, Big C organized almsgiving ceremonies to commemorate significant religious events, such as the almsgiving ceremony at Wat Phra Yaiyam, which drew an impressive attendance of over 1,000 individuals. Additionally, a monthly almsgiving initiative at Baan Kaeo proved to be a consistent effort in promoting spiritual well-being among TGI employees, with monk blessings serving as a conduit for community bonding.

In collaboration with the Prime Minister's Office, Big C facilitated the distribution of commemorative pins on the auspicious occasion of His Majesty's 8th Cycle Birthday Anniversary. A staggering 96,000 pins were distributed, symbolizing both reverence for the occasion and a significant contribution to charitable causes. Moreover, executives and TGI employees actively participated in traditional ceremonies such as almsgiving and dry food offerings, reinforcing their commitment to spiritual prosperity and community involvement. Additionally, BJC Big C group and affiliated companies participated in traditional ceremonies such as candle casting, processions, and offerings at various temples, further solidifying their dedication to cultural preservation and community well-being.

2. Big C Art & Culture: Thai Music Preservation

The project "Big C Art & Culture: Thai Music Preservation", now in its second year, aims to preserve the essence of traditional arts, and promote Thailand's rich musical heritage. The competition provides a platform for students to showcase their talents

in Thai music and honors the teachers who have dedicated themselves to passing on this valuable cultural tradition. In 2023, the project reached 2,500 teachers and students, contributing to social cohesion on the preservation of Thai music and culture. Additionally, it generated 2,001 new Big C Plus app members, demonstrating the project's positive business impact through increased on both cultural preservation and engagement with brand loyalty.



3. Preservation of Water Blessing for the Elderly and Thai Songkran Festival

Thai Scandic Steel, alongside partner entities, organized a meaningful event honoring the elderly residents of the Nern Samor community with a traditional water pouring ceremony. With over 200 community members, this initiative not only paid tribute to seniors but also emphasized the importance of respecting their wisdom. Active community participation strengthened bonds and fostered unity. Similarly, Thai Malaya Glass Company Limited revived cultural traditions by hosting a vibrant Thai New Year festival celebration. Engaging 50 nearby households, the event revitalized age-old customs and highlighted the community's rich cultural heritage.



About this Report

Throughout the 2023 reporting year, Berli Jucker Public Company Limited (BJC) and its subsidiaries (hereafter “BJC”) continued to published the 5th annual Sustainability Report (SR), which provides an all-inclusive channel for BJC to communicate its commitment and approaches to integrating sustainability throughout all operations, in alignment with the corporatewide sustainability commitment **B.J.C.** (Better Living, Joint Success, and Caring for Community), in addition to disclosing performance of implemented initiatives and projects from relevant operations throughout the supply chain to meet the interest of all stakeholders, contributing to BJC’s **“Your Trusted Partner for a Sustainable Better Living”** vision.

All performances and contributions against sustainability disclosed within the report envelops all economic & governance, social, and environmental performance between the period of 1st January to 31st December 2023, which is in alignment with that of financial performance for the Annual Form 56-1 (One Report). All information is sourced from three out of four core supply chains, particularly Packaging supply chain, Consumer supply chain, and Modern Retail supply chain, while only social performance from the Healthcare supply chain are disclosed, with only parts of the Technical supply chain performance included, due to limited information availability. Additionally, the report only considers performances from subsidiaries registered in Thailand, which BJC holds over 50% shares, representing social and environmental performance which accounts for approximately 91% of the total revenue for both dimensions, while performance of Full-time equivalent employee’s accounts for 91% of all employees are disclosed in the report. For 2023, the report is disclosed under the **Lead by Example** theme, enveloping BJC’s success stories to secure its leadership position in all dimensions throughout the reporting year. This includes showcase of performances, relevant case studies and ambitious long-term targets which contributes towards the success.

All information disclosed within the report have been formulated by incorporating the judgement of all relevant external and internal stakeholders to promote a complete and thorough report regarding the impacts and opportunities of material topics against BJC’s operations. While details of BJC’s net profits and other non ESG-related indicators are disclosed in the Annual Form 56-1 (One Report) 2023 on PDF Page 454.

➡ One Report

Furthermore, the report was developed in alignment with applicable domestic and international Sustainability Reporting frameworks, such as the GRI Sustainability Reporting Standards 2021 and other related ESG Indices, including the SET ESG Index, Dow Jones Sustainability Indices (DJSI), Morgan Stanley Capital International (MSCI), and Sustainalytics. To assure an accurate and complete compliance, BJC employs an independent internationally reputable third-party, LRQA (Thailand) Limited to conduct an independent verification of the report annually.



Reporting Boundaries for Social and Environmental Performance

Name of Company	Social Performance		Environmental Performance			
	OHS	Human Resources	Energy	Water	Waste	Emission
1. Berli Jucker Public Company Limited	✓	✓	✓	✓	✓	✓
Packaging Supply Chain						
2. Thai Glass Industries Public Limited Company	✓	✓	✓	✓	✓	✓
3. Thai Malaya Glass Company Limited	✓	✓	✓	✓	✓	✓
4. BJC Glass (Thailand) Company Limited	✓	✓	✓	✓	✓	✓
5. Thai Beverage Can Company Limited	✓	-	✓	✓	✓	✓
Consumer Supply Chain						
6. Berli Jucker Cellox Company Limited	✓	✓	✓	✓	✓	✓
7. Rubia Industries Limited	✓	✓	✓	✓	✓	✓
8. Berli Jucker Foods Limited	✓	✓	✓	✓	✓	✓
Modern Retail Supply Chain						
9. Big C Supercenter Public Company Limited	✓	✓	✓	✓	✓	✓
10. Berli Jucker Logistics Company Limited	✓	✓	✓	✓	✓	✓
11. BJC Move Company Limited	✓	✓	✓	✓	✓	✓
12. Asia Books Company Limited	-	✓	-	-	-	-
13. C Smart solutions Company Limited	✓	✓	✓	✓	✓	✓
Healthcare and Technical Supply Chain						
14. BJH Investment Company Limited	✓	✓	✓	✓	✓	✓
15. White Group Public Company Limited	✓	✓	-	-	-	-
16. Thai-Scandic Steel Company limited	✓	✓	✓	✓	✓	✓

NOTE: ✓ data from business is available, - data from business is NOT available.

Consequent to BJC's operations consists of multiple entities, BJC determines the entities to include in the annual report by identifying entities in which BJC has full operational controls. This approach also applies to all mergers, acquisitions and other entities in which BJC acquires and/or sells during the reporting year.

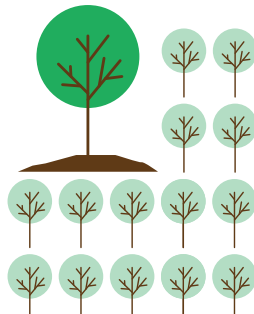





BJC's Sustainable Development

For the duration of the 2023 reporting year, BJC continued to utilize the centralized corporate sustainability framework “B.J.C” as a reporting guideline to steer against the capricious global economy, to insure a complete reporting of the three key dimensions of sustainability. The report is also disclosed in accordance with diverse relevant domestic and international reporting standards and frameworks such as the Global Reporting Initiatives (GRI) including the 8th reporting principles, S&P Global, United Nations Sustainable Development Goals (UNSDGs), and the International Financial Reporting Standards (IFRS), promoting BJC’s ability to promptly manage all current and emerging risks and take advantage of potential opportunities, paralleled with minimizing BJC’s negative operational impacts on the Environment, Society and Governance (ESG), contributing towards BJC’s admiration to integrate sustainability throughout the nation and be **Your Trusted Partner for a Sustainable Better Living.**



- B** 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.
- J** 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.
- C** 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.

To foster an inclusive accountability for all relevant sustainability topics, BJC continue to complies with the established corporate wide target ‘1+5 Strategy’ which drives BJC to be Net Zero GHG Emissions by the year 2050, in compliance with national and international requirements. The ‘1+5 strategy’ are implemented as follow.

Vision: Your Trusted Partner for a Sustainable Better Living		
Target to Reduce Greenhouse Gas Emissions Intensity Compared to Base Year 2021		
Base year 2021	15% Reduction within 2032 (GHG Scope 1+2)	Net Zero Emissions within 2050
1 Build	5 Curbs	
		Reduce Scope 1&2 Emissions by 15% (ton CO2)
		Reduce the use of non-renewable energy by 15% (MWh)
		Reduce water consumption by 15% (Million Cubic Meter)
		Reduce food waste Generation by 15% (Ton)
Plant 150,000 more trees		Reduce packaging volume by 15% (Ton)

Remark: Target per revenue

Sustainability Materiality Topics

To reaffirm the most relevant materiality topics of BJC, which are topics that represent the organization's most significant impacts on the economy, environment, and people, including human rights. BJC conducted an annual reexamination of the materiality topics in compliance with the Global Reporting Initiative (GRI) Standards 2021, and in compliance with the principles of double materiality, which identifies the actual and potential, negative, and positive impacts on the economy, environment, and people, including impacts on their human rights according to the organization's context.

The assessments take into considerations the views and opinions of all relevant stakeholders, assessing both the inside-out, and outside-in perspective, throughout its diverse activities and business relationships. There stakeholders include customers/ consumers, shareholders, business partners, suppliers, government agencies, communities, in addition to opinion experts. Results from this analysis are integrated to develop, initiate, and implement projects to contribute to the positive advancement of the economy, societies, and the environment, along with negating potential human rights violations and other negative impacts accordingly. Such process is also in alignment with domestic and international global trends relevant to the food and staples retailing industry.

This process first begins with BJC assessment and understanding of its overall business activities and business relationships with relevant stakeholders, allowing for the identification and consolidation of critical information to identify its actual and potential

impacts. This is followed by the classification of these impacts into management tiers, to maximize resource efficiencies, prior to conducted through engagement with internal stakeholders to evaluate the significance of each topic by assessing the severity and impact of the topics on operations, including financial impacts and overall corporate reputations, conducted through materiality topics integration in the quarterly corporate Enterprise Risk Management process.

Following the identification of relevant stakeholders, BJC engages with both internal and external stakeholders through various channels to understand their respective expectations for BJC. These expectations are classified in the form of materiality topics, which are then presented to sustainability topic matter expert before ranking the most significant topics accordingly. Finally, results of the quarterly Enterprise Risk Management process, which includes testing the topic with experts is assessed to determine risk association with the topic. This is a critical process to conduct, prior to final presentation to the Management Board Sustainable Development Committee for approval.

Stakeholder Identification and Engagements

Over the 2023 reporting period, BJC remained committed to complies with applicable reporting standards, such as the GRI Standard 2021. These standards are used as a guideline for BJC's key stakeholder engagement, conducted internally through the stakeholder prioritization workshop, which includes stakeholder identification and prioritization. The BJC Sustainability Working Group, which consists of all relevant Business Unit heads as representative of BJC, in addition to Human Resources, and Investors Relations participate in the workshop. Workshop results are integrated into business development for future sustainability development and risk mitigation.



Stakeholder Group	Engagement Channel	Stakeholder's Key Interests and Concerns	Key Response Actions
Customers and Consumers	<ul style="list-style-type: none"> Joint business planning Meeting with key customers Customer service hotline and sales person Customer satisfaction survey through "voice of customer" Social media platforms Call centers Emails Websites Customer service desk at retail stores Big Card Program Focus Group meetings Events organized by the company 	<ul style="list-style-type: none"> Price perception and promotions Quality and Product Freshness Variety and Selection Value for Money both from product and service Offer convenient shopping experiences. Health and Wellness. Sustainability and Ethics ex. reducing food waste, using eco-friendly packaging, supporting fair trade practices. 	<ul style="list-style-type: none"> Continue to develop and engage with customers through both online and offline channels, to cater to their new behaviors. Invest in rigorous quality control measures to ensure the freshness and product safety. Ex. Sourcing standards, maintaining optimal storage conditions, and regularly inspecting products for quality. Expand and diversify product offerings Conduct market research to identify emerging trends and customer preferences Collaborate with suppliers to introduce new and innovative products. Regular price monitoring, price matching policies, and strategic promotions and discounts. Optimizing store layouts, implementing efficient checkout processes, and offering flexible shopping options such as online ordering, home delivery, and curbside pickup. Enhance product assortments to include more organic, natural, and health-focused products. Implement sustainability initiatives throughout BJC operations. Communicate our sustainability efforts transparently to customers through marketing campaigns, labeling, and corporate SR reports.
Shareholders /Investors	<ul style="list-style-type: none"> Meeting and Conferences Corporate Website Annual General Meeting Through the Stock Exchange of Thailand Telephone Emails 	<ul style="list-style-type: none"> Changes in the competitive landscape Business opportunities regarding improvement and innovations Financial Performance such as revenue growth, profit margins, and return on investment Market Share and Competitive Positioning Supply Chain Management and Operational Efficiency E-commerce and Digital Transformation: Corporate Governance and Risk Management 	<ul style="list-style-type: none"> Foster innovation culture to continuously develop innovation to retain competitive Implement cost-saving initiatives to improve profit margins and enhance overall financial performance. Invest in market research and competitive analysis to identify opportunities for growth and areas to gain a competitive advantage. Pursue strategies such as product innovation, brand differentiation, and strategic partnerships to strengthen market position and capture market share from competitors. Implement robust supply chain management practices ex. diversifying suppliers, enhancing distribution and logistics capabilities.

Stakeholder Group	Engagement Channel	Stakeholder's Key Interests and Concerns	Key Response Actions
			<ul style="list-style-type: none"> Invest in technology and automation to improve operational efficiency and reduce costs. Invest e-commerce infrastructure, online platforms, and digital marketing capabilities. Explore opportunities in areas such as click-and-collect, personalized marketing to enhance the digital shopping experience. Maintaining strong board oversight. Adhering to regulatory compliance standards. Conducting regular risk assessments. They may also.
Employees	<ul style="list-style-type: none"> Employee Orientation Diverse comments, complaints, and anonymous whistleblower channels Annual Employee Engagement surveys Emails/Phone calls Meeting (e.g. Frontline and executive meetings) Mobile Application @Work BJC News (Intranet Systems) 	<ul style="list-style-type: none"> Career development pathways Culture Development Customized Occupational Health and Safety Initiatives Diversity and Equal Opportunities in the workplace (e.g. Compensation, Welfare, Benefits) Human Capital Development Employee Well-being programs Compliance with Human Rights and Protection Standards 	<ul style="list-style-type: none"> Provision of soft and hard skill development initiatives Welfare committees Permitted representation through labor unions Employee training programs Corporate events Human Rights Due Diligence Corruption and Bribery Investigation Systems
Business Partners /Supplier/Vendors/Subcontractors	<ul style="list-style-type: none"> Meeting Phone Calls Emails Face-to-face meetings Joint Business Planning (JBP) Sessions 	<ul style="list-style-type: none"> Reliability and Consistency by maintain consistent ordering patterns, and adhere to agreed-upon terms and conditions. Fair and Transparent Dealings in terms of pricing, payment terms, and contractual agreements. Collaborative Innovation and Product Development Supply Chain Efficiency and Sustainability ex. Sustainable sourcing practices, minimize waste, and optimize supply chain operations. 	<ul style="list-style-type: none"> Building strong and reliable relationships with business partners. Clear communication channels, maintain open dialogue, and provide regular updates on market conditions and business requirements. Establish systems and processes to ensure smooth collaboration ex. ordering and inventory management systems. Engage with their business partners to identify opportunities for joint product development. Research new market trends and explore innovative solutions to meet consumer needs. Implement best practices in supply chain management ex. Optimizing transportation routes, reducing packaging waste, and implementing environmentally friendly practices. Invest in technologies such as traceability systems

Stakeholder Group	Engagement Channel	Stakeholder's Key Interests and Concerns	Key Response Actions
Government /Regulators	<ul style="list-style-type: none"> Regular engagement with the Stock Exchange of Thailand (SET), The Securities and Exchange Commission of Thailand (SEC), The Trade Competition Commission of Thailand (TCCT) and The Department of Intellectual Property (DIP) Face-to-face interview Emails Phone Calls Meeting 	<ul style="list-style-type: none"> Safeguard compliance to an applicable regulatory requirement (e.g. accurate document disclosures to requirements) Breach of applicable labor management requirements (labor welfare, OHS, employee management, talent attraction & retention, labor, and human right standards) Community engagement/support within 5km from operating sites Occupational Health and Safety Frequency and Severity Environmental Monitoring report 	<ul style="list-style-type: none"> Closely monitor and update compliance with applicable laws, regulations, and standards. Provide appropriate resource and benefits for employees (e.g. Annual health checkup, relevant PPE for the job) Coordinate with government /regulators to operate in compliance with applicable laws, regulations, and standards. Establish procedures to mitigate and control and manage emergencies and disasters
Community /Environment	<ul style="list-style-type: none"> Conduct site visits and meeting with domestic authorities and communities' representatives Communities' visit through communication with employee at factories Website Telephone Email 	<ul style="list-style-type: none"> Compliance with regulatory requirements Negative environmental impacts (e.g. GHG emissions, waste, water) Domestic economic development Domestic hires 	<ul style="list-style-type: none"> Conduct regular community engagement activities (e.g. Safety training for schools' knowledge sharing sessions) Conduct various CSR activities to support domestic community development and well-being. Support domestic communities through hiring and providing concession to sell products within the company's facilities.
Media	<ul style="list-style-type: none"> Press conference and group interview to update business directions Press trips to foster relationship with media Organize events to present products and services Write press releases and share key activities of the organization to the media 	<ul style="list-style-type: none"> Accuracy of public communications Brand engagements Product quality and safety of each business under BJC Big C Expand media platform Crisis management plans to coordinate with media to edit /delete press releases in various channels to avoid issues escalation, which may affect corporate image 	<ul style="list-style-type: none"> Maintain strong relationship with media through various activities and communication channels Support activities organized by the media such as anniversaries and rally activities Offer high quality products and services samples by sending new products to the press to promote to customers Increase the level of new media relationship via KOL, Micro-influencers to gain more customers reachability Plan of 24 hours to protect company's reputation Design and release company news in Thai and English to reach all customers Rapidly resolve risks and crisis cases, which affect corporate image.
Internal Committees	<ul style="list-style-type: none"> Meeting and Conference Phone Calls Email Face-to-face meetings 	<ul style="list-style-type: none"> Financial performance, budgeting, cost control, and capital. Maximizing profitability. Managing financial risks. Ensuring compliance with applicable law and regulatory requirements. Brand Management and Customer engagement. Increasing market share and enhancing customer loyalty. 	<ul style="list-style-type: none"> Providing accurate and timely financial reporting. Conducting financial analysis to identify areas for improvement, and implementing cost-saving initiatives. Create strategic planning and investment decisions to allocate resources effectively and drive long-term growth. Developing and executing marketing campaigns that resonate with target customers.

Stakeholder Group	Engagement Channel	Stakeholder's Key Interests and Concerns	Key Response Actions
		<ul style="list-style-type: none"> Optimizing efficiency, reducing costs, and ensuring smooth operations. Attracting and retaining top talent. Fostering a positive work culture. Ensuring compliance with HR policies and procedures. Minimizing environmental impact, enhancing brand reputation, and meeting stakeholder expectations for corporate social responsibility. 	<ul style="list-style-type: none"> Conducting market research to understand consumer preferences and trends, and leveraging digital marketing channels to reach a wider audience. Investing in technology for inventory management and logistics tracking. Put important in employee training and development programs. Implementing performance management systems to recognize and reward top performers. Fostering open communication channels to address employee concerns. Implementing sustainability practices throughout BJC operations, such as sourcing products from sustainable suppliers, reducing packaging waste, and supporting community initiatives.
Rental Property Owners/Creditors	<ul style="list-style-type: none"> Meetings Emails Letter of Proposal by landlord/project developers 	<ul style="list-style-type: none"> Business directions and performance Land or project proposal Compliance with applicable regulatory requirements 	Develop business strategy and appropriate action plans

Materiality Consolidation Process

1. Understanding of Organization's Context

The overall organization activities and business relationships, and all sustainability context which occurs are examined, in addition to the identification of relevant stakeholders throughout the value chain in which BJC has operation controls. This ensures that relevant topics identified are benchmark against Global and Sociological changes, industry peers and renowned national and international standards including SET ESG Rating Index, World Economic Forum (WEF), S&P Global indices and Corporate Sustainability Assessment (CSA), the Sustainability Accounting Standard Board (SASB), United Nations Sustainable Development Goals (UN SDGs), United Nations Global Compact (UNGC), Morgan Stanley Capital International (MSCI), Task force on Climate-Related Financial Disclosure (TCFD), Carbon Disclosure Project (CDP), Sustainalytics and the International Financial Reporting Standards (IFRS), with emphasis on issues related to the Food and Staples retailing industry. This ensures that sustainability topics assessed are conducted in alignment with the business context of BJC and its subsidiaries. Such topics are expected to present BJC with material sustainability impacts and will be analyzed further for future risk and opportunities assessments.

2. Identification of Actual and Potential Impacts

After identifying relevant sustainability topics, BJC applies the principles of the Double Materiality concept by conducting a materiality impact assessment, considering both the impact on external stakeholders and the broader world (Impact materiality of sustainability) and how sustainability impacts the financial performance and prospects of the company (Financial materiality of sustainability topics). Initially, the Executive Team engages with key stakeholders identified through various channels, including face-to-face interviews, to understand their expectations and the impacts of BJC operations across the value chain. This engagement encompasses both online and offline channels, assessing all three dimensions of sustainability (Economic, Social, and Environmental), including human rights, allowing relevant internal and external stakeholders to participate in evaluating the positive and negative impacts resulting from BJC's operations related to each topic.

Subsequently, BJC conducts an executive workshop to evaluate the sustainability impacts on the financial performance and prospects of BJC, applying Enterprise Risk Management criteria to define the organization's impact threshold. This involves assessing the severity and likelihood of both actual and potential impacts (positive and negative) on enterprise values. For a detailed assessment process, refer to BJC's Risk Management Tools.

➡ BJC Risk Management Tools

3. Prioritization of Most Significant Impacts for Validation and Reporting

Following the results from both stakeholders' engagement and executive workshop, BJC will consolidate and prioritize the most significant materiality topics, giving particular consideration to topics with high impact from both perspectives. BJC then engages with independent experts who have no connections with BJC to gather opinions about the assessment process and identified topics before integrating them into presentations for the Sustainability Development Committee (SDC). The SDC, appointed by the Board of Directors (BOD), oversees, reviews, evaluates, and validates the results of the materiality assessment, approving all information for public disclosure.

BJC Materiality Topics 2023



Following the annual reassessment of the materiality topics in 2023, BJC affirms that the materiality topics in which it considers material for operations, remains to be in alignment with those its stakeholders considers material and therefore, are representative of the operation. Similar to previous years, the materiality topics acquired from internal and external surveys are presented to applicable internal stakeholders, such as top management and members of executives for endorsements, to public disclosure in the annual Sustainability Report.

Changes to the Materiality Topics in 2023

The 2023 materiality topics consists a total of 8 materiality topics, in comparison to the 10 in 2022. This change remains to follow the approach the World Business Council

for Sustainable Development (WBCSD), recommended, encouraging companies to identify between 7 to 12 total materiality topics, to develop a more focused Sustainability Report. For 2023, changes to the materiality topics includes:

- The 2023 report will again comply with the 'B.J.C' layout, similar to the 2021 report.

Economic/Governance Dimension

- The topic of 'Risk Management & Compliance' will no longer be disclosed within the SR, as it is a business-as-usual process, which is conducted regularly, with no significant changes.
- The topic of 'Supply Chain Management' has been changed to 'Responsible Supply Chain Management', to be more inclusive of all supply chain management controls, including sustainable agriculture practices.
- The topic of 'Data & Cybersecurity Privacy Protection' has been updated to 'Data and Cyber Security and Privacy Protection', which will be inclusive of all data and cybersecurity initiatives and commitments.
- The topic of 'Technology & Innovation' will no longer be a separate chapter, but initiatives will be integrated into each relevant chapters with technology & innovation.

Environmental

- The topic of 'Climate Strategy' has been updated to 'Climate Strategy and Energy Management' which will disclose all climate change and energy management commitments, projects, and progress.
- The topics of 'Water Management', 'Waste Management', including Food waste management and Biodiversity will be disclosed under a centralized topic of 'Environmental Management', encompassing all management of natural resources and its impacts on surrounding ecosystems and biodiversity's.

Social

- The topic of 'Employee Management' will remain focused about labor practice, wages, employee development, talent attraction & retention and occupational health and safety.

Sustainability Performance Data Breakdown 2023

Sustainability Performance Data Breakdown 2023: Environment

Direct Greenhouse Gas Emissions

Direct GHG (Scope 1)	Unit	2020	2021	2022	2023
Total Direct Greenhouse Gas Emissions	Metric Tons CO ₂ Equivalents	481,812	620,972	660,390	622,571
Data Coverage (as % of Denominator)	Percentage of Total Revenues	87.58	89.98	91.37	91.42

Recalculation to increase accuracy

Indirect Greenhouse Gas Emissions

Indirect GHG (Scope 2)	Unit	2020	2021	2022	2023
Indirect Greenhouse Gas Emissions from Energy Purchased and Consumed – Location-based	Metric Tons CO ₂ Equivalents	603,447	616,038	582,715	581,703
Indirect Greenhouse Gas Emissions from Energy Purchased and Consumed – Market-based	Metric Tons CO ₂ Equivalents	628,811	625,407	617,126	606,645
Data Coverage (as % of Denominator)	Percentage of Total Revenue	87.58	89.98	91.37	91.42

➡ Scope 3 Greenhouse Gas Emissions: For Scope 3 GHG Emissions, Climate Change Recalculation to increase accuracy

Energy Consumption (Within the Organization)

Total Energy Consumption	Unit	2020	2021	2022	2023
Total Energy Consumption	MWh	3,303,415	2,903,463	2,922,197	2,897,629
Total Non-renewable Energy Consumption	MWh	3,261,692	2,850,909	2,864,271	2,829,396
Total Renewable Energy Consumption	MWh	41,723	52,554	57,926	68,233
Data Coverage (as % of Denominator)	Percentage of Total Revenue	87.58	89.98	91.37	91.42

Recalculation to increase accuracy

Water Consumption

Water Consumption	Unit	2020	2021	2022	2023
A. Withdrawal: Total municipal water supplies (or from other water utilities)	Million Cubic Meters	9.59	8.40	8.22	9.60
B. Withdrawal: Fresh surface water (lakes, rivers, etc.)	Million Cubic Meters	0.01	0.13	0.13	0.09
C. Withdrawal: Fresh groundwater	Million Cubic Meters	0.18	0.01	0.16	0.17
D. Discharge: Water returned to the source of extraction at similar or higher quality as raw water extracted (only applies to B and C)	Million Cubic Meters	7.43	4.70	4.35	6.38
E. Total net fresh water consumption (A+B+C-D)	Million Cubic Meters	2.35	3.84	4.16	3.48
Data Coverage (as % of denominator)	Percentage of Total Revenue	87.58	89.98	91.37	91.42

Recalculation to increase accuracy

Waste Disposal

Waste Disposal	Unit	2020	2021	2022	2023
Total Waste Generated	Metric Tons	73,789	101,923	84,258	75,897
Total Waste Recycled / Reused	Metric Tons	33,056	20,441	28,497	25,910
Total Waste Disposal	Metric Tons	39,780	79,176	55,761	49,987
- Waste Landfilled	Metric Tons	38,902	74,322	53,748	42,058
- Waste Incinerated with Energy Recovery	Metric Tons	342	2,139	826	957
- Waste Incinerated without Energy Recovery	Metric Tons	536	120	47	140
- Waste Otherwise disposed, please specify: TGI recovered sludge from the American Petroleum Institute (API) cleaning process, to be converted into high quality fertilizers, used on-site to grow local herbs for employee's consumption.	Metric Tons	-	2,595	1,140	6,832
- Waste with Unknown Disposal Method	Metric Tons	-	-	-	-
Data Coverage (as % of denominator)	Percentage of Total Revenue	87.58	89.98	91.37	91.42

The numbers of 2020-2021 Total Waste Generated have been recalculated for more accuracy.

Food Loss & Waste Impact

Food Loss & Waste	Unit	2020	2021	2022	2023
A) Total Weight of Food Loss & Waste	Metric Tons	13,268	21,226	6,707	6,689
B) Total Weight of Food Loss & Waste Used for Alternative Purposes	Metric Tons	2,020	2,102	2,780	2,623
C) Total Discarded (A-B)	Metric Tons	11,248	19,124	3,927	4,066
D) Food Loss & Waste Intensity	Metric Tons	0.14	0.25	0.05	0.04
E) Coverage (as % of denominator)	Percentage of Total Revenue	87.58	89.98	91.37	91.42

Recalculation to increase accuracy

Packaging Materials

Packaging Materials	Coverage (% of Cost of Goods Sold)	Total Weight (Metric tons)	Recycled and/or Certified Materials (% of total weight)	Target 2023 (% of total weight)
Wood/Paper fiber Packaging	90.73	40,298	89%	88
Metal (e.g. Aluminum or Steel) Packaging	90.73	1,034	86%	50
Glass Packaging	90.73	330	100%	100

Sustainability Performance Data Breakdown 2023: Social

Employees

Performance	Units	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Total Number of Employees	Person	35,400		37,980		34,046		34,114	
		14,291	21,109	14,857	23,123	13,742	20,304	13,411	20,703
Employees by Employment Contract									
Total Employees with Permanent Contracts	Person	35,187		37,980		34,046		34,114	
		14,208	20,979	14,857	23,123	13,742	20,304	13,411	20,703
Total Employees with Temporary Contracts	Person	213		0		0		0	
		83	130	0	0	0	0	0	0
Employees by Employment Type									
Total Fulltime Employees	Person	29,373		37,980		34,046		34,114	
		11,934	17,439	14,857	23,123	13,742	20,304	13,411	20,703
Total Parttime Employees	Person	6,027		0		0		0	
		2,357	3,670	0	0	0	0	0	0

Remark: Data as of year-end 2023, total 25 Companies in BJC BigC Group exclude JV.

Hiring

		2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Total Number of New Employee Hires		19,299		22,019		18,184		19,065	
		7,222	12,077	7,984	14,035	6,910	11,274	6,910	12,155
Percentage of Total Employees		20.40	34.12	21.02	36.95	20.30	33.11	20.26	35.63
Percentage of Open Positions Filled by Internal Candidates (Internal Hires)		51.4		40.3		39.8		51.8	
Average Hiring Cost/FTE Currency: THB-Baht		3,378		1,498		1,468		1,429	
New Employee Hires by Age Group									
<30 years	Person	14,485		16,482		13,504		13,374	
		5,646	8,839	6,186	10,296	5,259	8,245	4,950	8,424
	Percentage (%)	15.59	24.97	16.29	27.11	15.45	24.22	14.51	24.69
30 -50 years	Person	4,767		5,517		4,641		5,593	
		1,549	3,218	1,789	3,728	1,633	3,008	2,069	3,524
	Percentage (%)	4.38	9.09	4.71	9.82	4.80	8.84	6.06	10.33
>50 years	Person	47		20		38		98	
		27	20	9	11	18	20	36	62
	Percentage (%)	0.08	0.06	0.02	0.03	0.05	0.06	0.11	0.18

Employee Turnover Rate

	2020	2021	2022	2023
Total Employee Turnover Rate	62	48	45	28
Voluntary Employee Turnover Rate	46	42	33	26
Data coverage (as % of all FTEs Globally)	100	100	100	100

Employee Turnover Rate Breakdown

Total employee turnover rate (%)			Voluntary employee turnover rate (%)	
Gender	2022	2023	2022	2023
Female	29.00	16.73	20.94	15.98
Male	16.58	10.78	12.40	10.27
Age Group	2022	2023	2022	2023
More than 50 years	0.67	1.10	0.44	1.10
Between 30 to 50 years	16.41	11.10	12.79	10.65
Less than 30 years	28.50	15.30	20.10	14.50
Management Level	2022	2023	2022	2023
Top Management	0.01	0.02	0.01	0.02
Management	0.24	0.21	0.21	0.21
Junior Management	0.66	0.58	0.64	0.58
Supervisor	2.33	2.59	2.15	2.58
Officer	42.34	24.11	30.34	22.87

Training & Development Inputs

	Units	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Average hours per FTE of training and development	Hours	114		116		123		125	
		109	119	115	118	122	123	129	121
Average amount spent per FTE on training and development	THB Baht	567		467		1,042		774	
		583	551	510	440	1,022	1,060	815	733
Average Training Hours of Employees by Employee Category									
Top Management	Hours	148		116		124		145	
Management	Hours	170		127		126		127	
Junior Management	Hours	168		143		124		123	
Supervisor	Hours	74		128		122		124	
Officer	Hours	108		114		122		124	

Diversity and Equal Opportunity

	Units	2020		2021		2022		2023	
		Male	Female	Male	Female	Male	Female	Male	Female
Employee by Age									
<30 years	Person	6,469	9,498	6,888	10,988	6,035	8,831	5,919	9,160
	Percentage (%)	18.27	26.83	18.14	28.93	17.73	25.94	17.35	26.85
30-50 years	Person	7,153	10,857	7,334	11,382	6,886	10,443	6,687	10,528
	Percentage (%)	20.21	30.67	19.31	29.97	20.23	30.60	19.60	30.86
>50 years	Person	669	754	635	753	821	1,030	805	1,015
	Percentage (%)	1.89	2.13	1.67	1.98	2.41	3.03	2.36	2.98
Employee by Employee Category									
Top Management	Person	22	10	19	13	11	12	8	12
	Percentage (%)	0.06	0.03	0.05	0.03	0.03	0.04	0.02	0.04
Management	Person	212	194	209	197	206	189	168	188
	Percentage (%)	0.60	0.55	0.55	0.52	0.61	0.56	0.49	0.55
Junior Management	Person	453	530	481	563	486	551	460	525
	Percentage (%)	1.28	1.50	1.27	1.48	1.37	1.62	1.35	1.54
Supervisor	Person	1,492	1,786	1,663	2,140	1,907	2,384	1,801	2,422
	Percentage (%)	4.21	5.05	4.38	5.63	5.60	7.0	5.28	7.11
Officer	Person	12,112	18,589	12,485	20,210	11,150	17,168	10,974	17,556
	Percentage (%)	34.21	52.51	32.87	53.21	32.75	50.43	32.16	51.46

Country	Total Employees	Permanent Contracts	Temporary Contracts
Thailand (FTE-Local 25 company)	34,114	34,114	-
Malaysia	134	128	6
Laos	501	451	50
Vietnam	6,000	5,705	295
Cambodia	288	288	-

Remark: Data as of year-end 2023, total 25 Companies in BJC BigC Group exclude JV.

Workforce Breakdown: Gender

Diversity Indicators	Percentage (0-100%)	Public Target
Share of women in total workforce (as % of total workforce)	60.00	55 Target Year: 2025
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	56.37	50 Target Year: 2025
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	53.30	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)	60.00	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.)	56.27	50 Target Year: 2025
Share of women in STEM-related positions (as % of total STEM positions)	54.01	50 Target Year: 2025

Workforce Breakdown: Nationality

Nationality	% of Total Workforce	% of Total Management Workforce
Thai	99.98	99.63
SEA (Vietnamese, Malaysian, Cambodian, Lao)	0.01	0.07
Other (American, Chinese, etc.)	0.01	0.30

Gender Pay Indicators

Indicator	Difference between Female : Male
Mean Gender Pay Gap	1:1.12
Median Gender Pay Gap	1:1.01
Mean Bonus Gap	1:1.24
Median Bonus Gap	1:1.06

The coverage of the data reported as a % of FTEs: 100%

Gender Pay Indicators: Employee Category

	Female (1.00): Male			
	Salary		Bonus	
Gender Pay Indicators: Employee Category	Mean	Median	Mean	Median
Top Management	1:1.33	1:1.29	1:1.24	1:1.22
Management	1:1.05	1:1.04	1:1.01	1:1.05
Junior Management	1:0.97	1:0.96	1:0.99	1:0.97
Supervisor	1:1.11	1:1.16	1:1.20	1:1.20
Officer	1:1.05	1:1.07	1:1.24	1:1.09

Gender Pay Indicators: Region

	Female (1.00): Male			
	Salary		Bonus	
Gender Pay Indicators: Region	Mean	Median	Mean	Median
North	1:1.00	1:0.95	1:0.99	1:1.00
North-East	1:1.04	1:0.98	1:1.06	1:0.99
Central	1:1.07	1:1.09	1:1.16	1:1.42
East	1:1.10	1:0.93	1:1.20	1:0.99
West	1:1.07	1:0.96	1:1.10	1:0.99
South	1:1.03	1:0.96	1:1.04	1:0.98

Freedom of Association

% of Employees represented by an independent trade union or covered by collective bargaining agreements	3.21
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Trend of Employee Engagement

Employee Engagement	Units	2020		2021		2022		2023		Target 2023
Employee Engagement	Percentage of Actively Engaged Employees	79		79		82		82		82
		M 78	F 80	M 78	F 79	M 81.5	F 82.5	M 81	F 83	
Data coverage	Percentage of Total Employees	98		100		100		100		

Recalculation to increase accuracy

Percentage (%) of Actively Engaged Employees			
Age Group	2021	2022	2023
More than 50 years	72	77	73
Between 30 to 50 years	68	73	72
Less than 30 years	73	70	77
Management Level	2021	2022	2023
Top Management	63	92	67
Management	69	72	73
Junior Management	70	69	71
Supervisor	68	72	71
Officer	7	75	75

Fatalities

Fatalities	2020	2021	2022	2023	Target 2023
Employee	0	0	0	0	0
Contractor	0	0	0	0	0

LTIFR - Employee

LTIFR - Employee	Unit	2020	2021	2022	2023
Employee	n/millions of Hours Worked	3.29	1.98	1.79	2.12
Coverage	% of Revenue	87.58	89.98	91.37	91.42

Remark: In 2023, Lost time = 184 cases, Medical treatment = 113 cases, Injury frequency rate (IFR) = 3.43
Non hazards have caused to high-consequence injuries in 2023.

LTIFR - Contractor

LTIFR - Contractor	Unit	2020	2021	2022	2023
Contractor	n/millions of Hours Worked	0.79	0.57	0.51	0.50
Coverage	% of Revenue	87.58	89.98	91.37	91.42

Remark: In 2023, Lost time = 18 cases, Medical treatment = 20 cases, Injury frequency rate (IFR) = 1.06
Non hazards have caused to high-consequence injuries in 2023.

Working Hours

	Hours
Employee	86,710,095
Contractor	35,853,715

GRI Content Index

GRI 2: General Disclosures

Disclosures		Chapter	Location		Omission		
			Page/Website /Omission	PDF	Requirement (s) omitted	Reason	Explanation
2-1	Organizational details	About this report/ Organization overview	11, 180	13, 182			
2-2	Entities included in the organization’s sustainability reporting	About this report	181	183			
2-3	Reporting period, frequency and contact point	About this report	180	182			
2-4	Restatements of information	About this report	180-181 There was no significant change from the previous reporting period	182-183			
2-5	External assurance	About this report	181	183			
		External Assurance	Website				
2-6	Activities, value chain and other business relationships	Organization overview	12-13	14-15			
2-7	Employees	Sustainability Performance Data Breakdown 2023	194	196			
2-8	Workers who are not employees	GRI content index	There was no worker who is not an employee				
2-9	Governance structure and composition	Corporate Governance	19, 21	21, 23			
		Corporate Governance	Website				
2-10	Nomination and selection of the highest governance body	Corporate Governance	20	22			
		Corporate Governance	Website				
2-11	Chair of the highest governance body	Corporate Governance/ One Report/ Website	20	22			
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance	18	20			
2-13	Delegation of responsibility for managing impacts	Corporate Governance	21-22	23-24			
2-14	Role of the highest governance body in sustainability reporting	Corporate Governance	21-22	23-24			
2-15	Conflicts of interest	Corporate Governance	20	22			

Disclosures		Chapter	Location		Omission		
			Page/Website /Omission	PDF	Requirement (s) omitted	Reason	Explanation
2-16	Communication of critical concerns	Corporate Governance	25	27			
2-17	Collective knowledge of the highest governance body	Corporate Governance	Website				
2-18	Evaluation of the performance of the highest governance body	Corporate Governance	20-21	22-23			
2-19	Remuneration policies	Charter of Nomination and Numeration Committee	Website				
2-20	Process to determine remuneration	Corporate Governance	Website				
2-21	Annual total compensation ratio	Corporate Governance	Website				
2-22	Statement on sustainable development strategy	Message from the CEO	3	5			
2-23	Policy commitments	Corporate Governance Employee Management	22-23 127	24-25 129	a, e	Information unavailable/ incomplete	BJC did not have policy commitments responsible for business conduct
		Corporate Governance	Website				
2-24	Embedding policy commitments	Corporate Governance	Website				
2-25	Processes to remediate negative impacts	Corporate Governance	23, 25	25, 27			
		Product Quality and Safety	83	85			
		Community Development	156-159	158-161			
2-26	Mechanisms for seeking advice and raising concerns	Corporate Governance, Human Rights, Diversity and Inclusion	23, 145-146	25, 147-148			
2-27	Compliance with laws and regulations	GRI Content Index	There were no non-compliance with laws and regulations during the reporting period				
2-28	Membership associations	External Contributions	Website				
2-29	Approach to stakeholder engagement	Stakeholder Identification and Engagements	184	186			
2-30	Collective bargaining agreements	Human Rights, Diversity and Inclusion	198	200			

Material Topics Disclosure

Disclosures		Chapter	Location		Omission		
			Page/Website /Omission	PDF	Requirement (s) omitted	Reason	Explanation
Material Topics							
3-1	Process to determine material topics	About this report	188-189	190-191			
3-2	List of material topics	About this report	190	192			

Topics-specific Disclosure

GRI Standards	Disclosures	Chapter	Location		External Assurance	Omission		
			Page/Website /Omission	PDF		Requirement (s) omitted	Reason	Explanation
Corporate Governance								
Material Topics								
3-3	Management of material topics	Corporate Governance	18-25	20-27				
205-1	Operations assessed for risks related to corruption	Corporate Governance	24	26				
205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance	25	27				
205-3	Confirmed incidents of corruption and actions taken	Corporate Governance	24	26				
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Corporate Governance	25	27				
Product Safety and Quality								
3-3	Management of material topics	Product Safety and Quality	68-84	70-86				
416-1	Assessment of the health and safety impacts of product and service categories	Product Safety and Quality	73-75	75-77				
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Safety and Quality	69	71				
417-1	Requirements for product and service information and labeling	Sustainability Performance Data Breakdown 2023	75-77	77-79				
417-2	Incidents of non-compliance concerning product and service information and labeling	Product Safety and Quality	77	79				
417-3	Incidents of non-compliance concerning marketing communications	Product Safety and Quality	77	79				
Responsible Supply Chain Management								
3-3	Management of material topics	Supply Chain Management	93-113	95-115				
204-1	Proportion of spending on local suppliers	Supply Chain Management	108	110				
308-1	New suppliers that were screened using environmental criteria	Sustainable Supply Chain Management	Website					

GRI Standards	Disclosures	Chapter	Location		External Assurance	Omission		
			Page/Website /Omission	PDF		Requirement (s) omitted	Reason	Explanation
308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management	95, 101	97, 103				
		Sustainable Supply Chain Management	Website					
414-1	New suppliers that were screened using social criteria	Sustainable Supply Chain Management	Website					
414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management	95, 101	97, 103				
Data and Cybersecurity Privacy Protection								
3-3	Management of material topics	Data and Cybersecurity Privacy Protection	85-92	87-94				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Corporate Governance	24	26				
Climate Strategy								
3-3	Management of material topics	Climate Strategy	26-37	28-39				
201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Management Report 2023	Website					
305-1	Direct (Scope 1) GHG emissions	Sustainability Performance Data Breakdown 2023/ Website	192	194				
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Performance Data Breakdown 2023/ Website	192	194				
305-3	Other indirect (Scope 3) GHG emissions	Climate Change	Website					
305-4	GHG emissions intensity	Climate Change	Website					
305-5	Reduction of GHG emissions	Climate Strategy and Energy Management	32-35, 37	34-37, 39				
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
Energy								
302-1	Energy consumption within the organization	Sustainability Performance Data Breakdown 2022	192	194				

GRI Standards	Disclosures	Chapter	Location		External Assurance	Omission		
			Page/Website /Omission	PDF		Requirement (s) omitted	Reason	Explanation
302-2	Energy consumption outside the organization	Energy Management	Website					
302-3	Energy intensity	Energy Management	Website					
302-4	Reduction of energy consumption	Climate Strategy and Energy Management	34-35, 37	36-37, 39				
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
Environmental Management								
3-3	Management of material topics	Environmental management	38-67	40-69				
Waste Management								
301-1	Material used by weight or volume	Waste Management	Website					
301-2	Recycled input material used	Environmental management	194	196				
301-3	Reclaimed products and their packaging materials	Environmental management	51, 54-56	53, 56-58				
306-1	Waste generation and significant waste-related impacts	Waste Management	Website					
		Environmental management	44	46				
306-2	Management of significant waste related impacts	Environmental Management	46-56	48-58				
306-3	Waste generated	Waste Management	Website					
306-4	Waste diverted from disposal	Waste Management	Website					
306-5	Waste directed to disposal	Waste Management	Website					
Water								
303-1	Interactions with water as a shared resource	Environmental Management	60, 62-67	62, 64-69		d	Information unavailable/incomplete	BJC did not have process of setting water related goals and targets to manage water and effluent.
		Water Management	Website					

GRI Standards	Disclosures	Chapter	Location		External Assurance	Omission		
			Page/Website /Omission	PDF		Requirement (s) omitted	Reason	Explanation
303-2	Management of water discharge related impacts	Environmental management	66	68				
303-3	Water withdrawal	Water Management	Website					
303-4	Water discharge	Water Management	Website			d	Information unavailable/incomplete	Some water discharge indicators did not meet the standard at some sites. There is no information collected officially this year. However, BJC has planned to improve waste water management facilities.
303-5	Water consumption	Water Management	Website			d	Information unavailable/incomplete	BJC did not track the water consumption in water stress area and change in water storage.
Employee Management								
3-3	Management of material topics	Employee Management	114-142	116-144				
401-1	New employee hires and employee turnover	Employee Management /Sustainability Performance Data Breakdown 2023	129, 195	131, 197				
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Management	117	119				
		Employee Management	Website					
401-3	Parental leave	Omission				a, b, c, d, e	Information unavailable/incomplete	BJC did not track the parental leave by gender and the number of employees that returned to work after parental leave
402-1	Minimum notice periods regarding operational changes	Employee Management	130	132				
403-9	Work-related injuries	Employee Management	140	142				
404-1	Average hours of training per year per employee	Sustainability Performance Data Breakdown 2023	196	198				
404-2	Programs for upgrading employee skills and transition assistance programs	Employee Management	116, 118-126	118, 120-128				
404-3	Percentage of employees receiving regular performance and career development reviews	Employee Management	120	122				
Human rights, Diversity and Inclusion								
3-3	Management of material topics	Human Rights, Diversity and Inclusion	143-154	145-156				

GRI Standards	Disclosures	Chapter	Location		External Assurance	Omission		
			Page/Website /Omission	PDF		Requirement (s) omitted	Reason	Explanation
405-1	Diversity of governance bodies and employees	Sustainability Performance Data Breakdown 2023	196	198				
405-2	Ratio of basic salary and remuneration of women to men	Sustainability Performance Data Breakdown 2023	198	200				
406-1	Incidents of discrimination and corrective actions taken	Corporate Governance	24	26				
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	146-147	148-149				
408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights, Diversity and Inclusion	145	147				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights, Diversity and Inclusion	145	147				
410-1	Security personnel trained in human rights policies or procedures	Human Rights, Diversity and Inclusion	150	152				
Community Contribution and Development								
3-3	Management of material topics	Community Contribution and Development	155-179	157-181				
413-1	Operations with local community engagement, impact assessments, and development programs	GRI content index	100%					
413-2	Operations with significant actual and potential negative impacts on local communities	Community Contribution and Development	157	159				



LRQA Independent Assurance Statement

Relating to Berli Jucker Public Company Limited's Sustainability Report for the calendar year 2023 (1st January 2023 – 31st December 2023)

This Assurance Statement has been prepared for Berli Jucker Public Company Limited's Sustainability in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA was commissioned by Berli Jucker Public Company Limited's (BJC) to provide independent assurance on its Sustainability Report FY 2023 for the period from 1st January 2023 to 31st December 2023 ("the report") against the assurance criteria below to a limited level of assurance with reference to GRI specific standard disclosures¹ listed below and materiality of the professional judgement of the verifier using LRQA's verification procedure. The exceptions are the direct and indirect GHG emissions data where a reasonable level of assurance at 5% materiality has been applied. LRQA's verification procedure is based on current best practice, is in accordance with ISAE 3000 and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered BJC's operations and activities in Thailand only and specifically the following requirements:

- Confirming that the report is in accordance with the GRI Standard (2021)¹.
- Evaluating the reliability of data and information for only the selected environmental and social indicators listed below:
 - GRI 302-1: Energy consumption within the organization
 - GRI 303-3: Water withdrawal
 - GRI 303-4: Water discharge
 - GRI 303-5: Water consumption
 - GRI 305-1: Direct GHG emissions (Scope 1)²
 - GRI 305-2: Energy indirect GHG emissions (Scope 2)
 - 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)
 - GRI 306-3: Waste generated
 - GRI 306-4: Waste diverted from disposal including break-down information of Food Loss & Waste
 - GRI 306-5: Waste directed to disposal including break-down information of Food Loss & Waste
 - GRI 403-9: Work-related injuries
 - GRI 405-2: Ratio of basis salary and remuneration of women to men (Gender Pay Indicator Gap)
- Confirming that the report complies with DJSI's requirement in Non-GRI Applicable (2 topics)
- Evaluating the reliability of data and information for only the Code of Conduct and Compliance System, as well as reviewing Board Performance through data provided by relevant parties to ensure the effectiveness of Board Performance.

Our assurance engagement excluded the data and information of BJC's operations besides the defined sustainability reporting boundary, as well as suppliers, contractors and any third parties mentioned in the report.

LRQA's responsibility is only to BJC. LRQA disclaims any liability or responsibility to others as explained in the end footnote. BJC's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of BJC.

LRQA's Opinion

Based on LRQA's approach, the direct and indirect GHG emissions data in the report are materially correct and nothing has come to our attention that would cause us to believe that BJC has not:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected.

The opinion expressed is formed on the basis of a limited level of assurance, except for the GHG emissions where a reasonable level was applied, and at the materiality of the professional judgement of the verifier.

Note: *The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.*

¹ <https://www.globalreporting.org>

² GHG quantification is subject to inherent uncertainty



LRQA's approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing BJC's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this through interviews with external stakeholders and reviewing documents and associated records.
- Reviewing BJC's process for identifying and determining material issues to confirm that the right issues were included in their report. We did this by benchmarking reports written by BJC and its peers to ensure that sector specific issues were included for comparability. We also tested the filters used in determining material issues to evaluate whether BJC makes informed business decisions that may create opportunities that contribute towards sustainable development.
- Auditing BJC's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions, and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Verifying the consolidated data at BJC's corporate level, as well as verifying data and information at the following BJC's sites as per sampling.
 - Thai Glass Industries Public Company Limited in Samutprakarn Province
 - Rubia Industries Public Company Limited in Samutprakarn Province
 - Thai-Scandic Steel Company Limited in Rayong Province
 - Berli Jucker Foods Company Limited in Phra Nakhon Si Ayutthaya Province
 - Berli Jucker Cellox Company Limited in Prachinburi Province
 - Big C Supercenter Public Company Limited (Head office) in Bangkok Province.

Observations

Further observations and findings, made during the assurance engagement, are:

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from BJC's stakeholder engagement process. However, BJC should enhance deployment of CoC and reporting of breach cases through its supply chains.
- Materiality: We are not aware of any material issues concerning BJC's sustainability performance that have been excluded from the report. It should be noted that BJC has established extensive criteria for determining which issue/aspect is material and that these criteria are not biased to the company's management.
- Responsiveness: BJC has established and implemented processes for responding to the concerns of various stakeholder groups especially in relation to GHG emissions. For example: BJC has announced its target for Net Zero Emission by 2050 (Scope 1 and 2). However, we believe that future the organizations should consider and monitor direct greenhouse gas emissions Scope 1 of fugitive emission that is increasing, such as from wastewater treatment unit.
- Reliability: Data management systems are properly defined for the selected environmental and social indicators. However, BJC should consider reviewing data collection and reporting tools related to:
 - Waste disposal data relevant to Food Loss & Waste data.
 - Methane from wastewater treatment process in case abnormal operation for anaerobic situation.This will increase the accuracy of data reported in the future.

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LRQA for BJC and as such does not compromise our independence or impartiality.

Kamiga S.

Kamiga Sukkeaw
LRQA Lead Verifier

On behalf of LRQA (Thailand) Ltd.

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LRQA reference: BGK00000931

Dated: 4th July 2024

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