



140 Years

BJC

Sustainability Report 2022

Berli Jucker Public Company Limited
Food and Staples Retailing

Top 1%

S&P Global ESG Score 2022

89 /100

As of February 7, 2023.
Position and Score are industry specific and reflect exclusion
screening criteria. Learn more at [spglobal.com/esg/yearbook](https://www.spglobal.com/esg/yearbook)

S&P Global

Sustainable 1

The World's No.1

in Sustainability by S&P Global



DJSI

Emerging Market,
Food and Staples Retailing

Growing **Sustainably Together** With Our Nation



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MESSAGE FROM THE CEO

GRI 2-22

“We are responsible
to pass on to the
next generations
***a clean, healthy
and sustainable
world.***”



2022, represents a remarkable year for Berli Jucker Public Company Limited (hereafter “BJC”), as we continue to operate the recovering global economy, after the disruptions caused by the Coronavirus Pandemic (COVID-19) over the past two years, gradually returning our operations to normal. However, 2022 came with its own challenges, presenting BJC with a whole new set of new risks and opportunities to navigate, from the extensive impacts of the Russian-Ukraine war, sending lasting effect across the supply chain, impacting the availability and accessibility of critical raw material ingredients such as wheat, used in the production of basic commodities, increasing energy price, electricity and palm oil, to the continued rapid development of new technologies, which has dramatically shifted customer/consumer’s behaviors, all of which, related and contributes to the global issue of climate change, solidifying its position as a top priority for BJC. To remediate these new global challenges across the value chain, BJC retains our pledge to elevate the quality of life for all customers/consumers and attain the most positive outcome for all relevant stakeholders. This includes continued integration, identification, development, and implementation of sustainability, in compliance with the “B.J.C.” corporate wide sustainability approach, taking into consideration Environment, Social and Governance (ESG), including human rights in all decision-making, allowing BJC to successfully adapt to all risks and opportunities.

These efforts have been integrated into BJC’s pledge to go ‘**Above and Beyond**’ the expectations of all relevant stakeholders in all aspects of operations. Conducted through the updated corporate-wide vision, mission & strategic direction 2022-2026, which include commitment to serve customers’ personal needs based on customer-centric and data-driven culture, to deliver quality goods and services through innovative solutions, and to strive for sustainable prosperity to all stakeholders. These missions have been integrated into the five core supply chains, resulted in the continued development and implementation of sustainability related projects and initiatives, contributing towards BJC’s vision to be **your trusted partner for a sustainable better living**. Over the past year, BJC continued to implement and achieve diverse sustainability related milestones, including the establishment of the corporate commitment to be Net Zero by the year 2050, achieved through the 1 + 5 Strategy (1 build, 5 reduce), which aims to increase the number of trees planted, reduce the emissions of scope 1&2 emissions, reduce the use of non-renewable energy, reduce water consumption, reduce the generation of food waste and reduce the use of packaging (weight) by the year 2050. This commitment was publicly announced at the Sustainability Expo 2022 (SX2022), where BJC participated with our own booth under the theme “Highway to Net Zero” to promote our sustainability commitment over the next 10 years.

Internally, BJC sustainability continues to be actively integrated throughout all operation. BJC established the 'Rooftop Organic Farm', utilizing food loss and waste as soil supplement to promote a circular urban farm approach. Furthermore, human resource management remains to be a prioritize for BJC, striving to safeguard and promote equality, safety and diversity. This was promoted through the 'DiverCity: A Space for everyone' event, a day in which BJC shares knowledge about diversities, with an emphasis on gender diversity to celebrate pride month. Finally, BJC continues our endeavor to support all SMEs, through a belief that grassroot SMEs are a key driving force which enable sustainable development for the nation. To support this, BJC initiated 'Donjai' in which BJC assists local SMEs nationwide to develop their business capabilities, resulting in an enhanced store format and income for the SMEs.

Consequent to the changes of the GRI Standard 2021, BJC reassessed our annual materiality topics, based on the new changes and confirmed that our sustainability prioritization is in line with those of our stakeholders, prioritizing supply chain management, product safety & quality, data & cybersecurity privacy protection, technology, innovation & R&D, climate strategy, energy management, sustainable packaging, employee management, community development and human rights, diversity and inclusion. In 2022, our sustainability endeavor was

recognized by both domestic and international accredited sustainability standards, and BJC is honor to be listed in the Thailand Sustainability Investment (THSI) by the Stock Exchange of Thailand (SET) for the third consecutive year, in addition to receiving the Rising Star Sustainability Awards, remains a constituent on both FTSE4Good Emerging Index and FTSE4Good ASEAN 5 Index for second consecutive year, AMCHAM Corporate Social Responsibility Excellence Recognition Awards 2022, adjusted ranking to 'A' from a 'BBB' ranking in the Retail – Food & staple Industry by the Morgan Stanley Capital International (MSCI), and the Dow Jones Sustainability Index as a yearbook member for the third consecutive year, with the world highest score in the Food & staples Retailing Sector, placing BJC in the Top 1% (Gold Class) of the industry.

I am grateful for the continued efforts and support from all our valued stakeholders throughout the value chain, from our employees, to the various business partners, which allowed BJC to be able to achieve these great results and be your trusted partner for a sustainable better living.



Mr. Aswin Techajareonvikul
Chief Executive Officer and President

SUSTAINABILITY AWARDS AND RECOGNITIONS OF 2022



Berli Jucker Public Company Limited (BJC) was included in the Dow Jones Sustainability Indices (DJSI), in the Food and Staples Retailing Industry of the 2022 S&P Global Corporate Sustainability Assessment (CSA). In 2022, BJC scored 89/100, which positioned BJC as the Top 1% (leader) for the Food and Staple Retailing Industry. In addition, BJC is also included in the S&P Global Sustainability Yearbook 2023 for the third consecutive year.



BJC has been selected as a member of the Thailand Sustainability Investment (THSI) Index by the Stock Exchange of Thailand (SET) for the third consecutive year since 2020, reflecting the company's continuous commitment towards sustainability.



BJC received the SET Awards 2022: Rising Star Sustainability Awards.



FTSE4Good

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



MSCI ESG Ranking at 'A' BJC's ranking was readjusted to 'A' from a 'BBB' ranking in the Retail – Food & Staples Industry by Morgan Stanley Capital International (MSCI Index).



BJC was awarded with AMCHAM Corporate Social Responsibility Excellence Recognition Awards 2022 (Silver).



In 2022, BJC was listed as one of the top 50 companies the younger generation want to work for in the "Top 50 Companies in Thailand 2022" award.

BJC VISION, MISSION & 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 VALUE & 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 BUREAURACY

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.

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



For more information about BJC Value and Culture here

ORGANIZATION OVERVIEW

GRI 2-1, 2-6, 2-28

A BJC Story

Berli Jucker Public Company Limited and its subsidiary group (Hereafter “BJC”) was first created through a partnership between Mr. Albert Jucker and Mr. Henry Sigg, under the name “Jucker & Sigg & Co” the first of many strong partnerships that led to one of the Kingdom of Siam’s earliest and most successful trading companies.

Originally engaged in rice milling, mining, timber, shipping, importing of goods from various countries such as canned milk from Switzerland, tissue paper from the USA and cocoa from Denmark, exporting teakwood overseas and selling miscellaneous goods, which laid an instrumental foundation for Thailand’s progress towards an ‘Industrial’ period. This was achieved through careful selection and nurturing national and international business partners.

After World War II, BJC diversified its portfolio of supply chains into consumer goods manufacturing, distribution, and retailing, capable of meeting all customers; daily needs changing into a majority owned Thai Limited company under the name Berli Jucker co. Ltd in 1965, before transforming into a public company limited under the name Berli Jucker Public Co. Ltd. in 1993.



Today, under the leadership of the Thai Charoen Corporation Group (TCC Group), since 2001, BJC have continuously prospered over the years, operating across 7 countries, including Thailand, Myanmar, Malaysia, China, Vietnam, Lao PDR, and Cambodia.

For more information about
Berli Jucker Public Company Limited,
see https://www.bjc.co.th/online_museum

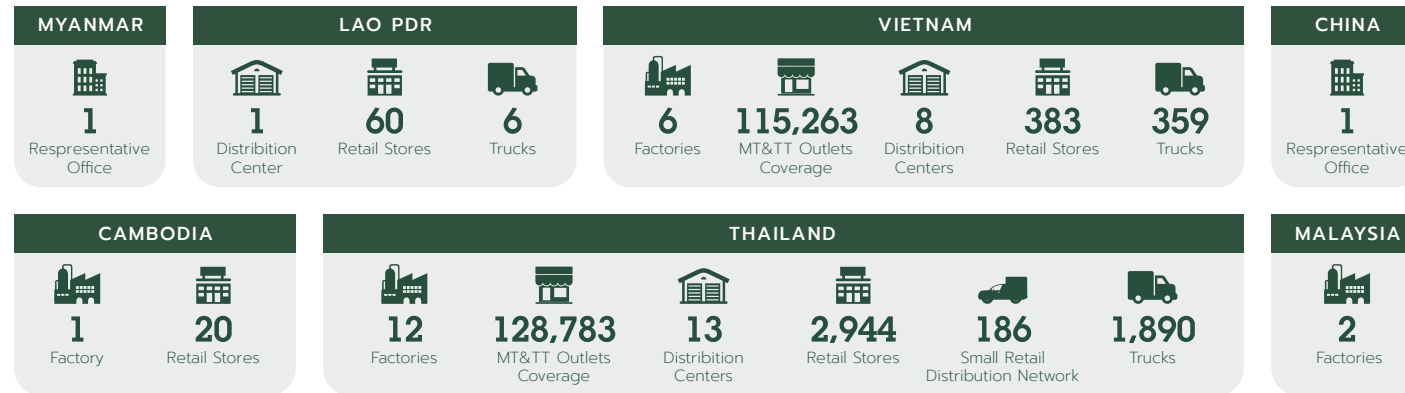


Strong presence of BJC in the region in multiple industries supported by strong distribution coverage and solid domestic logistic infrastructure which distributing products **to more than 244,000 outlets**.



Total areas of distribution centers over 288,000 sq.m.

- for internal over 182,000 sq.m.
- for external over 100,000 sq.m.



Total Revenue
FY2022:

**THB
163,601
million**

Net Profit
FY2022:

**THB
5,010
million**

**Sales Contribution
from supply chains in
FY2022**

- Modern Retail Supply Chain: c.64%
- Packaging Supply Chain: c.16%
- Consumer Supply Chain: c.14%
- Others: c.6%

**Modern Retail
Supply Chain branches:**

- Hypermarket 154 (including 1 store in Cambodia)
- Supermarket and Wholesale 61
- Big C mini 1,449 (including 19 stores in Cambodia)
- Pure drugstore 146

54,000

Total Employees
within the BJC Group
over **6 countries**

Berli Jucker Public Company Limited

Berli Jucker House, 99 Soi Rubia, Sukhumvit 42 Road,
Phrakanong, Klongtoey, Bangkok 10110, Thailand.

Telephone: 0-2146-5999



BJC Group's Value Chain

Operating within the Food and Staple Retailing Sector, BJC continuously strives to meet the needs and demands of all stakeholders through the following value chain. The disclosed operations are the only type of business relationship BJC has.

Farmers/SMEs, Large-scale Entrepreneurs

Sourced & procure raw materials used in products/ services, conducted in accordance with BJC's internal policies,

aligned with national & international standards and best practices, integrating ESG considerations to manage risks throughout the entire process, nurturing the abilities, capabilities, and quality of farmers/small & medium enterprises (SMEs), and large-scale entrepreneurs throughout the value chain, aligning with BJC's expectations, while enabling a sustainable development of SMEs.

Sourcing Manufacturing

Process procured raw materials into products & services offered, in accordance with BJC's internal policies, developed in accordance with national & international standards and best practices, and in compliance with applicable laws and regulations. Manufacturing and product development, also considers customer changing demands, including product safety, quality and nutrition.



Delivery and Distribution

Logistical services available to a broad customer-base, dedicated to delivering the highest level of logistic professionalism and is committed to quality services and customer satisfaction, services are available to both BJC core business units and external parties, covering such segments such as fast-moving Consumer goods, Medical, Industrial Chemicals, Food Specialties, and technical and industrial products.



Sales of Products & services

Sales of products/services to customers/consumers through diverse outlets and channels, i.e online channels, conducted in a responsible manner, in accordance with applicable laws and regulations, providing the highest quality, safe and

nutritional products and services. Operating sites also take into consideration local culture customs and needs, working together with local retailers to safeguard and promote local products and services, while also promoting local SMEs capabilities.



Customers & Consumers

Customers and consumers include both corporate and end consumers. Corporate consumers primarily include companies within the TCC Group, such as Thai Beverage Limited, purchasing glass and aluminum can packaging from TGI/TMG and TBC, while end consumers consist of 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, accessible by relevant individuals.

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	○	○	●	●	●

Changes to the Organization in 2022

In 2022, BJC stand firm to meet the expectations of all relevant stakeholders, achieved through the following improvements,

- BJC Big C underwent renovation of the main office, to house both BJC and Big C employees on one centralized location, relocating the Big C head office in Ratchadamri to the same location as BJC. The Big C head office in

Ratchadamri is pending renovations for other business uses in the next future.

- BJC continued to expand its operations including: Modern Retail Supply Chain opening 1,102 new retail stores (Thailand: 1 Big C Food Place, 1 MM Food Service, 91 Big C Mini, and 988 Donjai stores, Cambodia: acquired 18 Kiwi Mart convenience stores of which 16 were converted to Big C Mini and 2 remain as Kiwi Mart Premium, Laos: 3 Big C Mini); Consumer Supply Chain increasing its distribution coverage by 18,371 new MT&TT outlets and 20 new small retail distribution networks in Thailand, and Packaging Supply Chain starting construction of a new Aluminum can line during 2022 with the planned capacity of 400 million cans or 200 million aluminum bottles per year, with current target to start commercial operations in September 2023.
- Continued to improve technology and innovation integration throughout the organization value chain, including efficiencies and digital capabilities, such as Big C launching its completely redesigned and in-house developed Big C Plus application in November 2022.
- Increased emphasis on 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 2022, Donjai network reached 1,000 Donjai store nationwide.

CORPORATE GOVERNANCE



Key Performance 2022

Percentage Relative to Total Number of Employee	Percentage
Coverage	100
Written/Digital Acknowledgement	100
Training Provided	100

Board Responsibility

The Board of Directors (BOD) of Berli Jucker Public Company Limited (BJC) is committed to integrate and endorse the principles of good corporate governance, business ethics and sustainability throughout all operations, and have integrated such commitment into the formulation of corporate strategies and decision-making encouraging all employees to actively practices the ‘WINNING’ corporate culture, which encompassed BJC’s high operational standards, ensuring that BJC is able to promptly manage all internal and external risks and opportunities, while aligning the interests of all relevant stakeholders to that of the company. This commitment derives from a firm believe that good corporate governance, business ethics and sustainability are key driver to achieve long-term business success, incorporating the standards to fairness, accountability, responsibility, and transparency, reflecting key mechanisms to

16.3 Promote the rules of law and the national and international levels and ensure equal access to justice for all.

16.5 Substantially reduce corruption and bribery in all their forms.

16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels.

16.b Promote and enforce non-discriminatory laws and policies for sustainable development.

safeguard stakeholders’ rights, facilitating the identification, mitigation and management potential corporate governance violations, including corruptions, frauds, and briberies, monitored through a transparent reporting channels, promoting BJC as a sustainable food & staple retailer for Thailand. Furthermore, such integration will protect corporate confidence and credibility amongst relevant stakeholders.

The responsibility to uphold good corporate governance and ethical standards through all operations is held by the Board of Directors (BOD), enforced through independent decision making, with the objective to achieve a balance between attaining the most beneficial outcome for BJC and relevant stakeholder needs. This is achieved by development

and implementing strategies, policies, procedures, objective, missions, and company directions to establish a common corporatewide objective to work towards. All implemented policies are continuously reviewed and updated to align with changing market and sociocultural requirements, and are sanctioned upon all personnel under BJC's controls, including part-time workers, contractors, maids and security personnel. The principles are available in Thai, English and Vietnamese to ensure that all suppliers and business partners accurately understand BJC's high expectation and standards, enabling them to precisely implement and enforce such behaviors in day-to-day operations.

Transformational Management

The BJC Board of Directors (BOD) recognizes the perpetual changes to internal and external factors, which are influential to the risks and opportunities faced by the company, presenting BJC with a new and volatile challenges and opportunities to consider, when balancing between meeting stakeholder needs and good corporate governance, during day-to-day operations. To leverage this challenge, the Board of Directors established the Management Board, chaired by the Chief Executive Officer (CEO) and President, Mr. Aswin Techajareonvikul, supported by nine other senior management, presidents, and top executives, representing all BJC's operations, accountable to ensure a seamless business operation, in line with established policies, targets and strategies approved by the Board of Directors. This includes the overall performance, cost control

and investment budgeting as approved in BJC's annual plans, fostered through the integration of good corporate governance, transparency and sustainability in all BJC's activities and decision-making.

Management Board members are selected in a transparent manner, free from bias in accordance with the Charter of Nomination and Remuneration Committee. Proposed members are reviewed and approved by the Board of Director, ensuring that the Chairman of the Board of Director and the CEO and president must be independent from each other, prohibiting an individual to serve both positions, ensuring that no particular individual holds a monopoly of overpowering within BJC. In addition, to safeguard against conflict of interest between Mr. Charoen Sirivadhanabhakdi, the chairman of the Board of Directors, who is the father-in-law of Mr. Aswin Techajareonvikul, the Chief Executive Officer & President of Berli Jucker Public Company Limited, the BJC Board of Directors Meeting No. 4/2022 appointed Prof. Pirom Kamolratanakul, M.D., M.SC. as an Independent Lead Director for BJC Group, whom is responsible to ensure that the Board of Director's decisions are unbiased and will results in a maximum benefit for all relevant stakeholders.

Performance of the Board of Directors are assessed through both self-assessment and independent external party verification, conducted annually, based on assessment criteria of the Stock Exchange of Thailand (SET), while performance of the Management board is assessed against 3 key 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	

To accomplish these targets and objectives, the Board of Directors appointed five sub-committees to support operations in accordance to the Board of Director's needs to achieve a coherent collaboration with multiple parties to achieve long-term sustainable growth.

Roles and Responsibilities of Sub-committees

- Nomination and Remuneration Committee
 - The Nomination and Remuneration Committee is responsible to oversee the nomination of qualified candidates for the position of chairman of the board, 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 2022, the committee held a total of 3 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 2022, 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. The Sustainable Development Committee hold at least 4 meetings per year, in 2022, the committee held a total of 4 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 2022, the committee held a total of 4 meetings.

- Executive Board

- The Executive Board oversees the company's overall performance, cost control and investment budget. The Executive Board members comprise of presidents form all business supply chains within BJC. The Executive Board hold at least 6 meetings per year, in 2022, the committee held a total of 7 meetings.



BJC Sustainability Governance

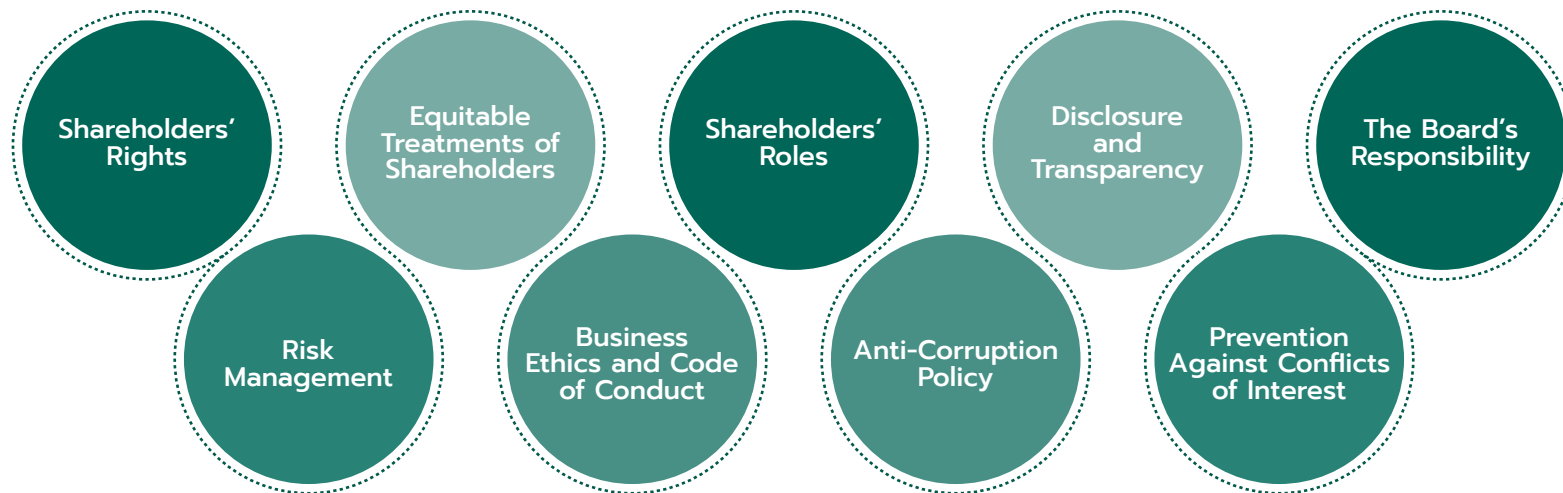
The Board of Directors acknowledge the unstable nature of modern business environment, influenced by various disruptions and influences, such as the COVID-19, over the past two years. Since BJC's commitment to transition towards sustainability, the BOD has then utilized sustainability as a key mechanism to drive business forward, integrating ESG considerations throughout all operations, while reducing negative implications. These are overseen by the Sustainable Development Committee (SDC), accountable for all matters related to sustainability, from annual review and approval of

disclosed information and data, prior to presentation to the Board of Directors for acknowledgement, and publications. SDC members comprises of individuals such as independent directors with specific sustainability knowledge and understanding, whom provides insightful decisions towards sustainability.

For More information about the Board's Responsibility towards Sustainability, please see website. Link:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=9>

Corporate Governance Policy



Remark: The above are examples of policies BJC developed to ensure good corporate governance throughout all operations.

Anti-Corruption Management

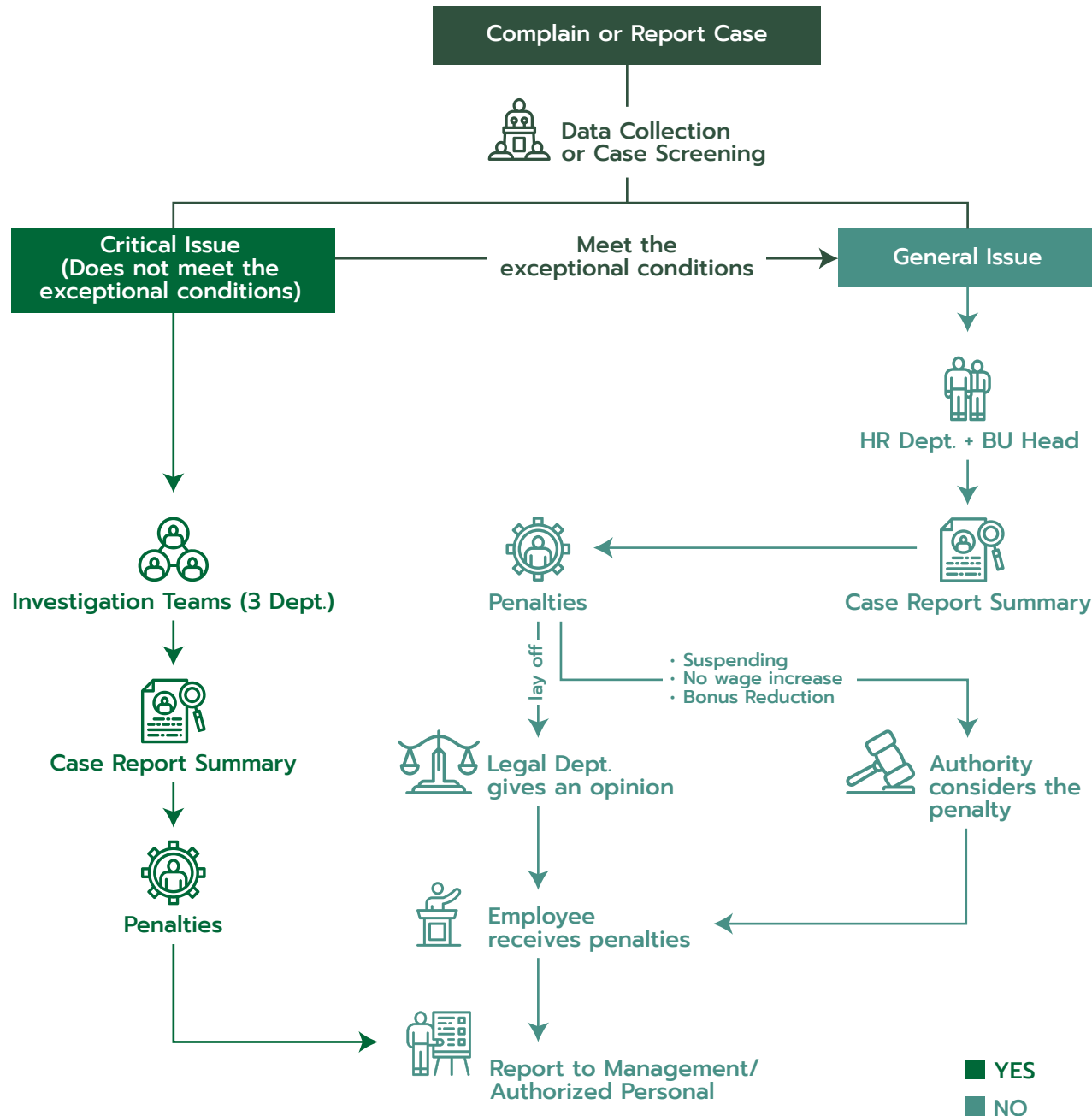
To signifies BJC's commitment towards good corporate governance, business ethics and transparency, BJC is devoted to control and manage risks arising from all illegal activities, which may arise within internal operations, such as corruption, frauds, theft, and bribery. To achieve this, BJC regularly review and updates the corporate-wide **Anti-Corruption Policy**, which is overseen by the Group's Human Resource Department, and all Business units, developed in accordance with applicable policies, and the Thai-Anti-corruption. The policy stipulates that all senior management, directors, and employees, must strictly comply with all criteria listed in the policy, clearly providing all employees with a clear and comprehensive guidance of BJC's expectations and best practices to follow, in order to minimize and avoid potential violations of the corporate governance and anti-corruption culture. In addition to the Human Resource Department, the Group's Legal Department is also responsible to oversee the integration and practice of the policy, conducted through routine consolidation for future developments. BJC also ensure accurate compliance of the Anti-corruption policy through the provision of essential information and training to all employees, emphasizing on new employees to ensure that they understand the significance of the policy as outlined. Such continuous communication of the policy is also asserted to all business partners and relevant stakeholders to encourage and

foster awareness regarding this issue, contributing to BJC's intention to create a culture of integrity, absent from any forms of frauds and corruption, fostering a successful and sustainable growth of this business.

To support this, BJC have since established a corporate-wide whistleblower program, amongst other various reporting channels, an independent 24/7 reporting hotline, which are available in the local language, presenting a transparent communication channel for employees to report any and all suspicious behaviors, illegal activities, fraudulent activities, violation of the law, Code of Conducts, rules and regulations, or discrimination, harassment or other unethical practices as illustrated below. The whistleblower is proactively communicated to all employees, to foster a reporting culture of suspicious activities.

For More information of the Anti-corruption Policy, please see website. Link:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=30>



All Whistleblowers are encouraged to report all potential violations, protected in conformity with the Organic Act on Anti-Corruption 2018*, ensuring the complete and lawful protection of whistleblower's privacy and confidentiality. This is adapted by BJC to develop appropriate internal procedures as disclosed under clause 4 of the Anti-corruption and Bribery Policy. Reported violations are only accessible by authorized individuals and departments, including relevant business unit heads and the centralized independent Audit Committee. Incident information is reported to the management for review and managed accordingly. Should the information be classified as a higher case, e.g., involved the management themselves, the incidents will be escalated to the centralized independent Audit Committee for process.

*See details of the act in https://www.nacc.go.th/files/article/attachments/main_old_article_20190614144832.pdf

Total Number of Substantiated Breach Against the Code of Conduct

Violations	2022
a. Total number of substantiated corruption & Bribery cases	134
b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	134
c. Total number of confirmed incident when contracts with business partners were terminated or not renewed due to violations related to corruption	0
d. Coverage**	100

Remark: Number of cases in 2022 has been reconsidered under an updated criterion, see details in website here <https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=9>

**Scope of Coverage includes 100% of all operations under BJC Group.

Results and Actions Taken Against Substantiated Cases

The results of corruption cases in BJC can be attributed to the increased cultivation of a reporting culture throughout all operations, which encourages all employees to report suspicious activities to relevant superiors for inspection. Furthermore, BJC has initiative various new initiatives and channels to accommodate for more reports of suspicious activities as follow,

- The Loss and Prevention Department (LP) fostered a more comprehensive reporting culture throughout all operating sites, emphasizing in Big C branches, in addition to introducing additional reporting channels through QR code, mails, phone calls, websites, and call center.
- Implemented additional measures to verify working procedures at branches, emphasizing on products at point of sales (POS) machine, to verify accuracy of documents against product stocks.
- Prepare a continuous audit program to analysis risks and notify abnormalities through the established web application, enabling a seamless and accurate review.
- Increased frequency of daily audits of risky transactions related to money and products by the audit team at the head office, such as the insurance of PODs instruments and track money within the day, adjusting product prices, returning products.
- LP at each branch and head office increase the frequency of onsite audits, in addition to increasing additional reporting channels to conduct remote audits and audits onsite.

Beyond this, the number of cases can be partly attributed to the unstable economic disruptions over the past two years, resulting in increased individual financial

instabilities, seeking unsanctioned loans from loan sharks, paralleled with increased fraudulent organization online, scamming individual employees, leading them to conduct fraudulent activities to repay their debt.

Beyond the continued utilization of the knowledge video, shared on the company website to foster an anti-corruption culture, enabling the identification, prevention, and report of corruption incidents by all employees and relevant stakeholders. BJC also initiated various appropriate disciplinary actions and training accordingly to safeguard future reoccurrence of violations cases within BJC. See website for more details <https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=9>

The success of the implemented procedures to manage Code of Conduct violations incidents were proven successful, as at 31st December 2022, BJC do not have any legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant. BJC consolidated corruption data through the Fraud Case Management System (FCS) since 2018. The system is used to maintain details of fraudulent and corruption incidents on a centralized database, in a way that information can be easily utilized for investigating incidents as well as assessing offender background to identify potential candidates. The system records each incident reports individually, before categorizing them into one of two types, "Prosecuted"

or "No legal action required." The number of reported cases is equal to the number of fraudulent persons.

BJC strives to uphold an anti-corruption free culture throughout the value chain, extending to all relevant stakeholders, such as suppliers with an emphasis on critical suppliers, enforced through integration of anti-corruption commitments into all suppliers' agreements and annual supplier training (online and in-person) to ensure accuracy of understanding and compliance. In 2022, BJC has appraised and trained 100% of all critical suppliers of their compliance with the anti-corruption policy, and found no violations of the supplier code of conduct from the suppliers assessed. BJC also encourages all suppliers to develop and comply with their respective anti-corruption policy, to further enforce a corruption free operation.



RISK MANAGEMENT & COMPLIANCE

DJSI 1.3.1, 1.3.2, 1.3.3, 1.3.4

Key Performance 2022

	Performance	Target
Percentage of business units that have been accessed on ESG risks	100	100
Percentage of key business units that have business continuity plan (BCP)	100	100

Risk Management & Compliance Strategy

In 2022, the world slowly began to emerge from the grips of the COVID-19 pandemic, and business activity had resumed but it had not yet reached pre-pandemic levels. The situation had been further complicated by the Russian-Ukrainian War, China's lockdowns, rising inflation, increasing energy prices, and exchange rate fluctuations, all of which had the potential to affect business operations directly and indirectly. Furthermore, natural disasters resulting from the effects of global warming posed an additional threat to the sustainability of business operations. Moreover, as awareness of climate change grew, consumers were increasingly demanding sustainable products and services. This had led to the rise of

- 16.5 Substantially reduce corruption and bribery in all their forms

16.6 Develop effective, accountable and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

eco-friendly products and services, requiring businesses to adapt their product and service offerings and marketing strategies.

BJC realized that it was crucial that the company carefully consider these external factors and their potential impacts when crafting sustainable business strategies. The company recognized the urgent need for corporate risk and crisis management in today's ever-changing and unpredictable global landscape by going above and beyond to mitigate the risks and challenges associated with these issues.

BJC's proactive approach to risk management in 2022 involved identifying potential risks and implementing measures to address them before they become crises. For instance, the company had taken significant steps to reduce its carbon footprint and promote sustainable practices across its diverse

portfolio of businesses. By investing in various initiatives, BJC was not only mitigating the risks associated with climate change, but also going beyond that by demonstrating its commitment to environmental sustainability and social responsibility.

Risk Management & Compliance Management Approach

BJC has prioritized risk and crisis management as an integral part of its business strategy. By conducting risk assessments and developing comprehensive crisis response plans, BJC is prepared to respond quickly and effectively to unexpected events, such as natural disasters or political instability. Through its commitment to risk and crisis management, BJC is demonstrating its dedication to ensuring the long-term success and sustainability of its business, while also contributing to a more resilient and sustainable economy.

At BJC, corporate risk management is held in high regard. To ensure effective Corporate Risk Governance, the Risk Management Committee authorized by the Board of Directors, oversees the risk management process, while senior management keeps a watchful eye on the risk management of each business unit. The Risk Management Committee also formulates and reviews corporate-wide risk management policy, goals and frameworks to be appropriate for the company's business operations in accordance with the national and international standards. Furthermore, BJC's corporate risk

management strategy goes beyond simply assessing risks. In fact, the company also actively seeks out new business opportunities that arise from potential risks. This approach not only ensures the preservation of company value but also creates additional value for both BJC and its stakeholders.

The company has also followed the principles of supervision and risk management outlined in The Three Lines Model (2020) of Institute of Internal Auditors: IIA, as stated on its sustainability website,

<https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=11>



Roles of Working Groups in Corporate Risk Governance

Board of Directors

- The **Board of Directors** is responsible for overseeing the overall risk and opportunity of the organization and is reported through the **Risk Management Committee** at least once a quarter. The Board of Directors uses business-related risk information to regulate and formulate strategies, and plan the business operations to achieve the company's goals.

Risk Management Committee

- The **Risk Management Committee** is a subcommittee authorized by the Board of Directors to directly oversee the risk management of the Group company. It consists of 14 members from independent directors and senior executives. The committee is responsible for supervising and supporting the implementation of the risk management of the company, having at least one meeting per quarter to monitor the risk management and report to the **Board of Directors**. In addition, the Risk Management Committee also monitors the global and Thailand risk trends and opportunity each year in order to plan for proper actions in response to the trends.

Risk Management Subcommittee

- The **Risk Management Subcommittee** consists of senior executives of the business units which own the risk. The subcommittee is responsible for monitoring risk management in their units and will meet with **Sustainability and Risk Management Department** at least once a quarter to discuss appropriate risk management. The subcommittee then reports to the **Risk Management Committee** on significant risks.

Sustainability and Risk Management Department

- **Sustainability and Risk Management Department** is responsible for supporting the efficiency and effectiveness of the company's risk management. The department promotes risk culture and educates all executives and employees about risk management and the application to their work. The department also prepares risk report and present to the **Risk Management Committee** quarterly, and performs other related tasks as assigned by the **Risk Management Committee**.

Audit Committee

- The **Audit Committee** consists of 4 independent committee members, and is responsible for overseeing and supporting the operations of **the Group Internal Audit Department**. The committee provides suggestions on risk management and internal control of various business units, as well as working with external auditors by considering the auditing fee, discussing on the scope of auditing, reviewing the report before presenting to the **Board of Directors** and monitoring the auditing process.

Group Internal Audit Department

- The **Group Internal Audit Department** is responsible for ensuring that each business unit's internal control is adequate and appropriate, and each unit is able to manage risks effectively and efficiently.

Risk Assessment and Management Process

BJC has a continuous risk management with the following Risk Assessment and Management Process;



Risk Categories for Risk Assessment



RM Online System 2022

BJC's use of the RM Online System offers a comprehensive approach to risk management that is customized to each business unit's objectives, provides real-time access to risk information, and streamlines the process of risk evaluation and management. In 2022, the company had extended the scope of the system to cover its Big C operation as well.

BJC utilizes the RM Online System to efficiently collect data and generate risk reports for its business units, resulting in more effective risk management. This system enables real-time access to risk management information for business units at any time and from any location. Additionally, it streamlines the process for BUs by providing risk evaluation tools tailored to each unit's objectives, allowing for more accurate calculation of risk impact, and reflecting the current state of various business operations.

Following the determination of the root causes and impact of each risk, including both financial and non-financial

effects, the system assesses the likelihood of risks occurring to determine the level of risk. BJC then evaluates the risk level before inherent risk and identifies management strategies to reduce residual risk to an acceptable level. These management strategies are assigned to responsible individuals, and deadlines for completion are established.

1. Emerging Risk: Risk from Geopolitical and Goeconomic Conflicts

In 2022, rivalry and international wars occurred constantly. Some situations were so extreme that they turned into battles, such as the Russia-Ukraine War, or economic disputes, such as the United States-China trade war. Furthermore, there were conflicts brewing for instance the China-Taiwan conflict, which created a wide-ranging impact on the global economy and society such as rising raw material and energy prices.

Business Impact: The company may face increased costs if the prices of raw materials or energy rise. Additionally, a decrease in the purchasing power of consumers may lead to a reduction in the company's revenue. Such an eventuality could potentially impact the overall financial performance of the business. Furthermore, the shortage of certain products or raw materials could also pose a challenge to the company's operations. In the absence of enough products to meet the needs of consumers, the company may find it difficult to sustain its business activities.

Mitigation Plan: In 2022, BJC adopted a proactive approach by closely monitoring geopolitical and geoeconomic conflicts. This helped the company to identify potential risks and opportunities, which were carefully assessed to plan the risk management strategy accordingly. To further mitigate risks, the company sought out additional sources of raw materials, thereby diversifying its supply chain. The focus was also placed on increasing operational efficiency, particularly in the area of energy consumption, to reduce costs and expenses. Furthermore, the company worked towards improving the quality of its products while maintaining reasonable pricing to stay competitive in the market.



2. ESG Risk: Risks from Climate Change

In 2022, the world continued to focus on the issue of climate change. Consumer and stakeholder behaviors were paying more attention to this issue. At the same time, the effects of climate change were becoming clearer and more severe.



Business Impact: The company was fully aware of the potential risks posed by climate change, encompassing both physical and transition risks that had the potential to impact its business operations, either directly or indirectly. This included the possibility of flooding in the company's operating area, which could have a severe impact on its day-to-day activities. Additionally, the company recognized that changes in agricultural crop yields, which were the primary raw materials for production and key products for sale, could result in significant supply chain disruptions.

Furthermore, the company acknowledged that climate change could also lead to changes in consumer behavior, which in turn could affect the demand for its products. Additionally, the company was aware of the possibility of changes in laws and regulations from the government, which could potentially impact its business operations in a variety of ways.

Mitigation Plan:

- BJC established a well-defined framework for reducing its greenhouse gas emissions over the short and long term. With a target of achieving net-zero emissions by 2050, the company had set out a clear roadmap for meeting this goal, which included the comprehensive action plans. These plans outline specific steps that the company will take to reduce its carbon footprint over time, and they serve as a blueprint for the company's

efforts to combat climate change. The example of its concrete projects included installing solar roofs at its factories, stores and distribution centers (DC), working closely with Thailand Greenhouse Gas Management Organization (TGO) to assess the greenhouse gas emissions of its aluminum canning plant. Other projects included reforestation, energy reduction, EV vehicles, etc.

- BJC also organized Sustainability Day event with the theme of Highway to Net Zero, where each business shared and discussed projects being implemented to address global warming.
- The Company had established KPIs for all businesses to take responsibility for the performance that drove the reduction of greenhouse gas emissions.
- Risk assessments were conducted for both physical risk and transition risk in order to determine risk management practices and monitor the progress on a regular basis.
- The company prepared reports and disclose its climate change actions regarding The Task Force on Climate-related Financial Disclosures (TCFD).

3. Emerging Risk: Risk from Biodiversity Loss

In 2022, the natural ecosystems and biodiversity were under threat due to the risks facing the planet's ecosystems such as drought, floods, wildfires, deforestation, soil degradation, sea degradation, and marine degradation.

Moreover, climate change and the emergence of new diseases and invasive species created a complex web of risks, which increased the likelihood of species extinction and global ecosystem collapse. Given the dependence of the company on natural ecosystems and biodiversity for raw material sourcing, the risk of biodiversity loss had become a significant concern.

Business Impact: A loss of biodiversity can have a ripple effect on various aspects of the ecosystem. Specifically, it can delay the ability of certain plants or animals to reproduce or grow in their natural habitat. As a result, it directly impacts the agricultural, livestock, and fisheries sectors, which are the primary sources of raw materials and goods for the company.

This loss of biodiversity can also lead to shortages in the supply chain, which can cause an increase in production costs for the company. The company may be forced to raise the prices of products to maintain profitability. Unfortunately, this increase in prices can also affect consumers' purchasing decisions. When products become more expensive, consumers may choose to buy less or opt for more essential goods, which ultimately leads to a decrease in revenue for the company.

Mitigation Plan: BJC has implemented comprehensive Environment Policy and Biodiversity Policy aimed at conserving environment and biodiversity and guiding its operations. In 2022, to ensure that biodiversity risks were minimized, the

company conducted thorough assessments of each operational area and established management practices accordingly. To achieve this, the company's factories conducted biodiversity surveys to assess the impact of their business activities on the environment, and provided training to employees in various departments involved in creating ecological impacts, with the aim of raising awareness and education. In addition, BJC actively encouraged its suppliers to recognize the importance of biodiversity conservation, and worked with the suppliers to ensure that their activities were aligned with the company's goals. There were also other actions taken in 2022 as follows;

- BJC placed significant emphasis on forest conservation, and took steps to prevent deforestation such as planting trees both land forest and mangrove forest, and having pulp certified by the Forest Stewardship Council™ (FSC™) for tissue paper production.
- BJC was also committed to responsible waste management practices to minimize its impact on the environment planning several projects in the pipeline such as circular farm.
- BJC closely monitored changes in consumer behavior and government regulations in order to respond appropriately and promptly if significant changes occur.

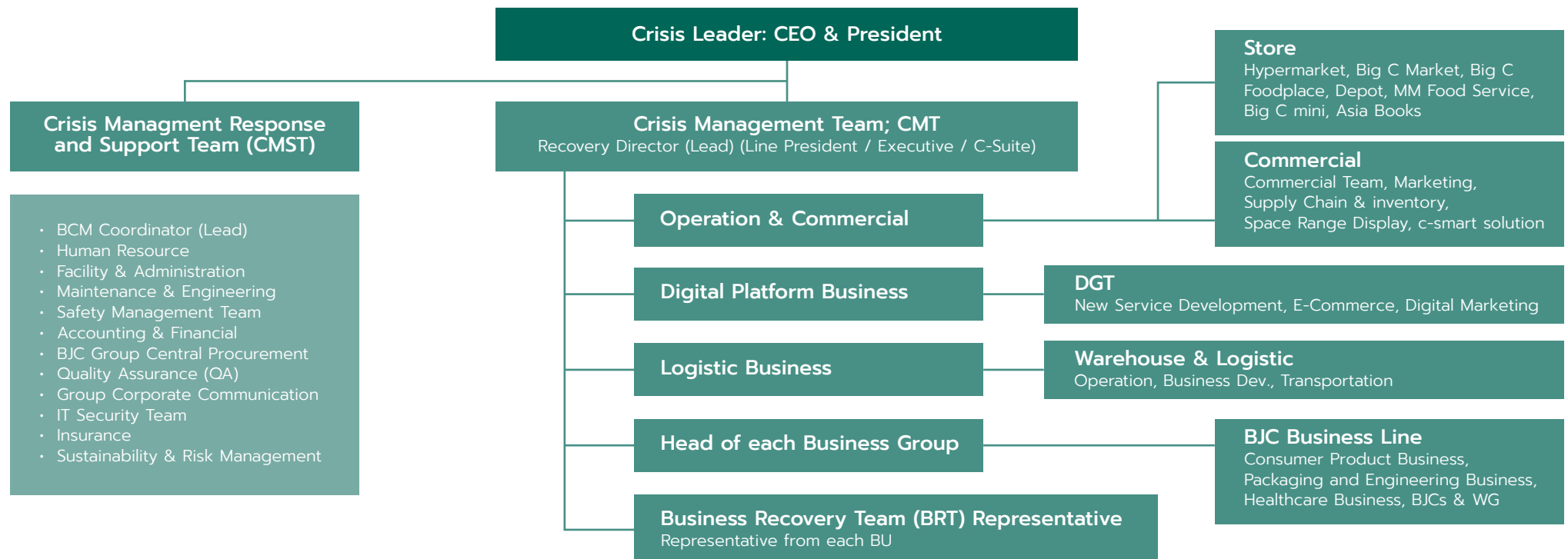


Crisis Management 2022

BJC is fully equipped to handle unforeseen events and incidents with great efficiency. The company has taken extensive measures to ensure that it is well-prepared for any crisis that may arise. One such measure is the establishment of a Crisis Management Response and Support Team. In addition, the company has consistently invested in the development of its crisis management and business continuity plans.

BJC has also put together a specialized team to tackle crisis situations. The Crisis Management Steering Team consists of highly skilled and experienced employees who possess the right knowledge and abilities to manage incidents effectively. Through these concerted efforts, BJC has demonstrated its commitment to maintaining a safe and secure environment for all stakeholders, and is well-positioned to handle any challenges that may arise in the future.

Crisis Management Structure



1. Insurgency in the South of Thailand

(3 southern border provinces)

Recovery & Preventive Actions

- Set up a war room to coordinate the affected Big C branches and provided assistance. The war room also monitored the situation closely and report to the crisis management team.
- Coordinated with local security agencies and created a group line to monitor the situation within the areas.
- Communicated crisis plan in case of finding suspicious objects to Big C branches in the south of Thailand as well as rehearsing the action plan.
- Assigned other Big C branches to be a “store partner” to support affected branches in case of emergency.
- Initiated more flexible operating hours for Big C branches in the areas.
- Installing more CCTV points at Big C branches in the areas.

2. Flood and Windstorm

Recovery & Preventive Actions

- Coordinated with Big C employees at nearby branches to support affected branches for inventory handling, flood prevention and product transfer.
- Followed updates from government agencies (Meteorological Department, National Water Administration, Hydrographic Department) and alerted Big C branches for surveillance.
- Provided a guideline and protocol for flood and storm prevention and monitored areas with high risk.
- Rechecked the stability of Big C branches’ buildings located at areas with high risk.



3. COVID-19

Recovery & Preventive Actions

- COVID-19 prevention measures had been reduced to align with Thailand's public health
 - Adjusted protocols for infected people: quarantine for 5 days, and high-risk contacts could work normally
 - Encouraged employees to receive 3 or more doses of COVID-19 vaccine
 - Remained the focus on DMHT: Distancing, Mask wearing, Hand washing and Testing
- Monitored the situation of infected people weekly and monitored the situation updates from the Department of Disease Control, the Ministry of Public Health.

4. Other Crisis Preventive Actions

- Conducted bare-handed combat skills training and mass-shooting contingency plan for BJC head office.
- Conducted advance firefighting training for Big C branch fireman officers.



ECONOMIC



PRODUCT SAFETY & QUALITY

GRI 3-3, 416-1, 416-2

Key Performance 2022

Key Indicators	Performance
Number of SKUs with Health Label Offered in 2022	1,043 (5%)
Number of Organic SKUs Offered in 2022	845

Product Safety & Quality Strategy

Over the past 140 years of operations, BJC has constantly been driven towards the mission **to serve customers' personal needs based on customer-centric and data-driven culture**, continuously accommodating to the needs of changing modern consumers, whom are demanding greater convenience, and are accustomed to greater alertness towards the importance of product safety and quality, demonstrated through increase desire for better product safety & quality, including taste, presentation, certifications, durability, freshness, nutrition, and varieties, paralleled with the provision of all appropriate product labelling as required by applicable laws. As such, the topic of product safety & quality has always been of great importance to BJC. This prioritization of the topic is further enforced as BJC is well aware of the actual and potential, negatives and positive impacts on the economy, environment, and people, including



- 2.1 End hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.
- 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
- 12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

impact on their human rights to quality of life and health, and adequate food, should BJC lack appropriate controls to product safety & quality, which may be presented in the form of increased health and safety risks for consumers, lower consumer trusts and interest in BJC's products and services, increase safety violation cases amongst consumers, leading to increase legal costs and ultimately loss of revenue and reputations. On the other hand, a well-managed product safety and quality may lead to increased innovation, reduced environmental

impacts from minimal utilization of hazardous chemicals, reduced waste generations and energy consumption, improving the overall health and quality of farmers and consumers.

Through BJC's operation of the various supply chains, BJC is directly impacted by the forementioned negative impacts, which are in direct violations to BJC's prioritization to product safety and quality goals, as BJC is committed to provide all customers and consumers with the highest quality of products and services beyond customer expectations. Through both own operations and relations with business partners, BJC can mitigate these issues through strict compliance with national and international product safety & quality standards applicable to each supply chains and beyond, to safeguard product safety & quality accordingly, protecting the safety of all consumers.

Product Safety & Quality Management Approach

On account of the diverse nature of each of the five core supply chains, all operations strictly adhere to a corporatewide **Product Quality and Safety Policy**, developed by the centralized Sustainability and Risk Management Department, which are customized to meet the requirements of each business units and oversee by the Quality Assurance

Department at each facility. Compliance to the policy safeguards BJC's operations from risk of violating legal requirements, and enforces operations to continuously identify, develop and initiate appropriate product safety and quality control mechanism to maintain BJC's high safety and quality standards. As such, in 2022, BJC had zero incidence of non-compliance concerning the health and safety impacts of products.



Product Quality & Safety Process



SOURCING QUALITY AND SAFETY

BJC sources raw materials from high quality suppliers, complying with industry best practices, ensuring the quality and safety of finished products and services, while enhancing the health and nutrition content. This is achieved through strict production standards control, through collaborations with relevant stakeholders throughout the value chain.



PRODUCING QUALITY AND SAFETY

Regarding our commitment to continue our products and services superior quality, all business units of BJC involved in production, ranging from consumers products to packaging services, have been continuously working to enhance the efficiency and productivity to improve quality and safety of the products and services.



CONTROL AND INSPECTING QUALITY AND SAFETY

All products and services produced by BJC and sold under BJC or its subsidiaries are subjected to rigorous quality and safety control throughout the entire value chain, from upstream to consumers. Quality and safety control and inspection are conducted to ensure the uniformity of finished products and services.



GRIEVANCE MECHANISMS

In case that stakeholders find any breach of product quality and safety in BJC's products and services, the company have provided various channels to receive feedback.

Definition of Safety & Quality at BJC

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, while adhering to all applicable standards and being safe for all users when used for its intended purposes.

Sourcing Quality and Safety

BJC adhere to the product safety and quality culture through strict compliance with applicable laws, regulations and standards related to quality and safety. These includes Good Manufacturing Practices (GMP), Hazard Analysis and Critical Control Points (HACCP), Customs-Trade Partnership Against Terrorism (C-TPAT) and the International Organization of Standardization Quality Management System (ISO 9001) to name a few.

100%
of all food
operating sites
are certified by
independent
third party
in 2023

In addition, to ensure safe and quality products, BJC emphasize sourcing of raw materials from suppliers whom are carefully screened through the sustainability supplier selection procedure, confirming that raw materials are produced with sustainability considerations. Beyond this, all critical tier-1 suppliers are annually trained on BJC's safety and quality

assurance standards, fostering a standardized product safety and quality throughout BJC.

Producing Quality and Safety

Following the acquisition of safe and quality raw materials, each respective supply chains process the raw materials in compliance with the product safety and quality process requirements applicable to each supply chains.

Controlling and Inspecting Quality and Safety

Succeeding to the manufacturing process, finished goods are required to go through careful safety and quality inspections, to affirm all consumers to the high safety and quality standards.

Corrective Action Plans & Grievance Mechanisms

Beyond the sourcing, producing, and controlling of product safety and quality, BJC also remains devoted to amend all identified negative impacts and violations, subsequent to relevant onsite inspections and assessments, conducted by both internal and external auditors.

Audit results are used to identify suppliers whom have not met and/or are in violation of the agreed safety and quality standards, to manage according to the company policy as follow.

BJC evaluates the severity of the violations and determine the length of corrective period and collaborate with the supplier, provide consultation assistance to improve process.

BJC integrates the view, and opinions from relevant stakeholders consolidated through various channels, such as grievance customers channels in the improvement process.

Customer feedback integration enable prevention of future occurrence of the same/similar issues. Effectiveness of implemented remediated initiatives are regularly monitored through customer feedback.

5S Management Philosophy

The Thai Glass Industries PLC (TGI), and Thai Malaya Glass Co., Ltd. (TMG) continued to utilizes the 5S Management Philosophy to safeguard product safety and quality. This is achieved by minimizing potential contaminant throughout the production line, such as nonessential items.

Throughout 2022, TGI and TMG remains active in fostering the 5S Management Philosophy, which resulted in each departments attaining the highest departmental score on the bi-monthly audits conducted by both external and internal auditors.



Packaging Inspection

Beyond the 5S Management Philosophy, TMG and TGI also utilizes annual external audits to provide assurance of product safety and quality. The audits are conducted in compliance with international standards such as the International Organization for Standardization (ISO 9001:2015), and the Food Safety system certification (FSSC 22000:5.1). In 2022, the internal quality assurance & quality control department is accountable for conducting the internal audits, while SGS were employed as an independent external auditor.

Product Quality and Safety Training

Guided by a commitment to uphold product safety and quality throughout the value chain, BJC regularly develops and conducts training for all employees, about product quality and

safety. All new employees are trained about product safety and quality identification and inspection annually, covering the following criteria in 2022.

Packaging (TGI, TMG, TBC)

TMG & TGI continued to conduct the “Refresh FSSC22000 Version 5.1 and ISO 9001” training program through the AMPOS application, educating all 2,136 employees on relevant product safety and quality standards, including FSSC2200, Good Hygienic Practices (GHP) and review Pre-requisite programs to pest controls food defenses and hygiene. Employees must score above 80% in order to pass the training. In 2022, all employees from TMG & TGI whom participated in the training met the requirements to pass the training, equivalent to 99.2% of all employees.

Similarly, TBC also train all employees annually, on appropriate product safety and quality, which covers 100% of all employees in 2022. Employees are trained in compliance with domestic and international standards such as Food Quality, Food Safety, GMP & HACCP, Food defense and food Fraud.

Consumers (RIL, BJF, BJL, CPC)

RIL trains 100% of all production staff on product quality

Product Safety & Quality

Supply Chain Management

Technology & Innovation

Data & Cybersecurity Privacy Protection

and safety criteria in accordance with international standards such as GMP, HACCP, ISO22716, Food Safety (FSSC 22000), Food Defense, and Food Allergen.

BJF conducts annual product quality and safety training through annual employee training, through the 'Quality & Food Safety & Food Defense & Food Allergen' training program, applicable to all employees. In 2022, 30.3% of all employees have been trained. Furthermore, employees are also trained in accordance to GHPs, and HACCP criteria.

BJL conducts product knowledge training for employees, ensuring that all employees are equipped with the knowledge to appropriately hand, management and identify drug products such as chemo drugs, and counterfeit drugs in accordance with Good Distribution Practice (GDP) Standard. Furthermore, BJL also train employees on appropriate cleaning, waste management, hygiene, personal hygiene, grooming, product management (temperature controls), basic occupational health and safety to safeguard against contamination in the production line, fostering product safety and quality. Product safety and quality training also extends to repacking staff, security personals and housekeepers.

CPC conducts annual employee training on quality management systems, environmental management systems, occupational health and safety management systems, and other management systems to relevant employees, contractors, in

addition to security guards, and housekeepers. Additionally, product quality is fostered through the Quality Management of Tissue Making Process training.

Modern Retail (Big C)

In accordance with the established product safety and quality standards, all Big C employees are accountable for the management and handling food and food related products such as fresh food products must undergo Good Manufacturing Practice (GMP) and food Safety Training twice a year, enhancing product safety and quality in the product line, as follow.

Store Quality Certification	Number of Branch Trained/Inspected
1. Good Manufacturing Practice (GMP420) inspected by bsi	192
2. HALAL	8
3. Q Modern Trade, certified by the National Bureau of Agricultural Commodity and Food Standards	201
4. Organic, certified by the National Bureau of Agricultural Commodity and Food Standards	25
5. Meat Safety under ၂၇၁၁၁၁ OK, certified by local government offices	206
6. Egg Safety under ၂၇၁၁၁၁ OK, certified by local government offices	200
7. Food Safety, certified by the Department of Medical Sciences	46
8. Safety Market NONT, certified by Nonthaburi Provincial Public Health office	4

While other departments comply with customized training and inspection criteria in accordance with applicable domestic and international law, regulations, and standards. For private label products under the dry food category, the private label management (PLM) department is accountable to conduct the safety and quality audits 1 - 4 times a year, in accordance with the following check list.

Product Category	Frequency of Audit: 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

Sustainable Agricultural Practice by BJF

Berli Jucker Food Co. Ltd. (BJF) safeguards product safety and quality through its continued sourcing of raw materials from its corporative farming system, where BJF trained registered farmers to comply with responsible farming practices such as Good Agricultural Practices (GAP) of the Department of Agriculture, securing BJF's access and supply of high quality, safe and nutritious raw materials, including potatoes and sweet potatoes, its core raw materials to manufacture potato snacks.

Safety & Quality Certification (Logistics and Warehouse)

Berli Jucker Logistics Co., Ltd. (BJL) and BJC Move, remains to be a primary logistical services subsidiary and provider within BJC, and remains active to uphold a high quality and safety standards throughout all operations in 2022. This is upheld through the renewal and retention of the following 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)

Beyond this, BJC remain vigilant and prioritize the importance of an efficient product recall system, in an event of a product quality and safety violation, to ensure efficiency of such process, BJC continues to conduct mock recall at least annually, to evaluate personal and process efficiency. To pass the mock recall, customers must be notified of the resolved issues and presented with a solution within two hours of the initial report. In 2022, all business units have passed the mock recall practices.

Product Certification at RIL

Recognizing that product certifications are an important factor in which customers and consumers used to assist their respective decision-making about a product's safety and quality, RIL continuously seek applicable product certifications for its diverse products, first ensuring that it complies with applicable local laws and regulations. In 2022, RIL continue to foster applicable product certifications as follow



- 100% of all Parrot products have been Dermatologically Tested by leading clinical laboratories testing such as DermScan Asia Co.,Ltd. and DRC Thailand Co.,Ltd.



- 100% of all DMP products has been Hypoallergenic Tested by the DermScan Asia Co.,Ltd.

dmp Brand

dmp is a leading baby care brand, trusted by Thai moms for generation, offer diverse varieties of baby care products which has been developed, formulated, and produced with the utmost care to protect all babies.

All dmp Newborn Organic pH 5.5 products use Natural Power Process, which extracts natural substances without the use of heat or chemicals to retain beneficial compound and natural vitamins for the benefit of the baby. The Natural Power Process results in a cleaner extract, retains all the natural vitamins, and free from harmful chemicals and other contaminants, resulting in our high quality and gentle baby products.

Beyond this, all natural organic extracts in dmp Newborn formula are 100% organic pH 5.5 and chemical free, and have been tested and passed all applicable product safety and chemical free tests.

7 FREE FROM ALLERGENS

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

For more information see <https://dmpbaby.com/th/home>

Modern Retail

Consequent to its large revenue generation ratio and its involvement in the sales of food and food related products and services, product safety and quality is a key focus for this supply chain, since food safety and quality is directly affecting customer safety, satisfaction, and loyalty. On this account BJC implemented the following initiatives.

Softline Product Safety & Quality Management

Big C continue to employ the use of NSF Asia Pacific Co., Ltd. to conduct a supplier audit for Softline products, which allow Big C to uphold high product quality and safety standards throughout the value chain. The audit evaluates suppliers of Softline products based on three key criteria, including Quality (90%), Labor (7%) and Environment (3%), which covers management responsibilities, resource management, production process, measurement of equipment and calibration, measurement analysis, labor practices and environmental impacts from operations. Over 2022, BJC audited a total of 48 factories, representing 84.2% of all Softline suppliers. All the audited factories, met the minimum requirement to pass (70%) and have since been in close communication with relevant BJC representatives to close the pending gaps, prior to re-audit in 2023.

Food Safety & Quality Inspections Big C

Big C continued to utilizes both the Central Lab Thai, which is certified by the Department of Medical Sciences, Ministry of Public Health, in addition to criteria from ISO 17025 to examine all fresh and finished products, before shelf placements. This represents the first production Lot testing, aimed to test product quality and safety after production. All products are required to tests and inspections 1 - 4 times annually depending on the product type and category, in compliance with requirements of the Product Monitoring Plan.

On the other hand, fresh products such as fruits and vegetables are required to undergo residual chemicals inspections, including pesticides, herbicides, and fungicides, to ensure that products are of high quality and are safe for consumer consumption. In 2022, the inspection focused on 20 types of fruits and 28 types of vegetables, in which it did not detect any residual chemicals on fresh products.

Q-Mark Modern Trade Certification

On the 5th August 2022, Big C received the Q Modern Trade Product Certification, certifying that big C is a place which sell safe products which prevents the contamination of COVID-19.



Responsible Product Labelling & Marketing

BJC strictly adhere with applicable product labelling & marketing laws, regulations, and standards, through a firm belief and recognition that product labelling & marketing, is an important source of information for consumers about, ingredients contained in the products, warning of possible health risks for individual allergies, instruct appropriate product use, and a channel to promote products and services, protecting consumers against possible risks, ensuring a satisfied for both parties. As such, BJC remains mindful of any legal changes and updates its compliance accordingly.

Private Labels

Responsible product labelling & marketing are strictly enforced on all private label products, disclosed in compliance with requirements of the Food and Drug Administration (FDA), and the food and dry food house brand products are labeled in accordance with the requirements of the Ministry of Public Health.

ข้อมูลโภชนาการ	
หนึ่งหน่วยบริโภค : 1/5 ซอง (28 กรัม) จำนวนหน่วยบริโภคต่อซอง : 5	
คุณค่าทางโภชนาการต่อหนึ่งหน่วยบริโภค พลังงานทั้งหมด 150 กิโลแคลอรี (พลังงานจากไขมัน 70 กิโลแคลอรี)	
ร้อยละของปริมาณที่แนะนำให้รับประทาน*	
ไขมันทั้งหมด 8 ก.	12 %
ไขมันอิ่มตัว 3.5 ก.	18 %
ไขมันทรานส์ 0 ก.	
คอเลสเตอรอล 0 มก.	0 %
โปรตีน 2 ก.	
คาร์โบไฮเดรตทั้งหมด 17 ก.	6 %
ใยอาหาร 1 ก.	4 %
น้ำตาล 1 ก.	
โซเดียม 95 มก.	5 %
ร้อยละของปริมาณที่แนะนำให้รับประทาน*	
วิตามินเอ 2%	วิตามินบี 1 6%
วิตามินบี 2 0%	แคลเซียม 0%
เหล็ก 2%	วิตามินซี 10%
* ร้อยละของปริมาณสารอาหารที่แนะนำให้บริโภคต่อวันสำหรับคนไทยอายุตั้งแต่ 6 ปีขึ้นไป (Thai RDI) โดยคิดจากความต้องการพลังงานวันละ 2,000 กิโลแคลอรี	
ความต้องการพลังงานของผลิตภัณฑ์ทุกขนาดเท่ากับ 1 หน่วยต่อการบริโภคพลังงานวันละ 2,000 กิโลแคลอรี ควรได้รับสารอาหารต่าง ๆ ดังนี้	
ไขมันทั้งหมด	น้อยกว่า 65 ก.
ไขมันอิ่มตัว	น้อยกว่า 20 ก.
คอเลสเตอรอล	น้อยกว่า 300 มก.
คาร์โบไฮเดรตทั้งหมด	น้อยกว่า 300 ก.
ใยอาหาร	25 ก.
โซเดียม	น้อยกว่า 2,000 มก.
พลังงาน (กิโลแคลอรี) ต่อกรัม : ไขมัน = 9 ; โปรตีน = 4 ; คาร์โบไฮเดรต = 4	

BJC categories complaints about private labels into three tiers, each with distinct management approach, which determines the timeframe available to resolve the cases. In 2022, BJC had a total of 23 incidents regarding its private label products for the following product types, 12 case for dry foods, 6 cases for non-food products, and 5 cases for home line products, all of which have been resolved within an appropriate timeframe, in collaboration with relevant stakeholders. The cases are reported through various channels including call centers and direct in stores. 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 future strategies to prevent future reoccurrence.

Rubia Product Labelling

Throughout 2022, Rubia Industries Ltd. (RIL) continue to strictly comply with various product labelling procedures to ensure compliance with applicable laws, regulations, standards, and best practices beyond customers’ expectations, in addition to utilizing these procedures as working standards within the company. In 2022, RIL strictly complies with the following procedures, which resulted in the development of 37 SKUs of new products, all of which has been approved and certified by the Food and Drug Administration (FDA) for consumer use.

- 'QP-7-27' procedure to product design and development,
- 'WI-73-034' procedure for inspecting cosmetic labels,
- 'WI-73-053' procedure for food label inspections, and
- 'WI-73-058' procedure for inspecting label of hazardous substances products.

Sustainable Product Labelling

Following the commitment to promote a sustainable business operation throughout the value chain, in 2022, CPC is awarded with the **Green Label** for the Belle Toilet Tissue products. The Green Label is a label, certified by Thailand Environmental Organization, which certifies that the manufacturing, consumption and disposal of the product will not negatively impact the environment.

As a result of BJC's strict and diligent compliance with all applicable product labelling and marketing laws, regulations and standards, in 2022, BJC had no incidents of non-compliance concerning product and service information and labelling according to local regulations/voluntary codes. This is also true for marketing practices, where BJC had no incidents of non-compliance concerning marketing communications throughout 2022.

Product Health and Nutrition Process

As a prominent indicator used by consumers to assess product safety and quality, especially in food and food related products, health and nutrition remain to be one of BJC's top priorities over 2022, continuously striving to uphold, identify, implement, and improve product health and nutrition's. This is governed through the **Health and Nutrition Advisory Panel**, established by the Management Board, which comprises of both internal experts from relevant departments including, Quality Assurance, Research & Development, Marketing, Sales, Product Development, Specialty and Sustainability and Risk Management, and external experts from the Government Pharmaceutical Organization (GPO).

Throughout 2022, the advisory panel remains active in the assessment, identification, research and update of applicable policies, frameworks, laws, and initiatives to foster and promotes product health and nutrition beyond the minimum requirements. This have since been developed into the corporate-wide **Health and Nutrition Policy**. In 2022, the panel had a total of 1 meeting as committed in the Health and Nutrition Policy.

In 2022,
BJC had a
total of
1,043
product
SKUs considered
to be health
and nutrition.

Health and Nutrition Research and Development Guideline

Since 2021, consequent to the annual meeting, the advisory panel developed the Corporate-wide **Health and Nutrition Research and Development Guideline**. The guideline provides BJC with a clear and comprehensive criterion for defining and classifying health and nutrition products, covering the following.

1. Guidelines for Research and Development of Health and Nutrition Products such as Cost, Customer Behavior and Satisfaction, Supply and Demand, Market trends and Related Laws and Regulations, and
2. Classification of Health and Nutrition Products.

See full Health and Nutrition Research and Development Guideline here:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=39>



Reduce Sugar Commitment

On the 8th April 2022, Big C representatives participated in the launch of the “Reduce Sugar, Order with Ease” platform. The platform aims to consolidate a collection of beverage shops which commits to and pass the “Sweetness scale” assessment, certified by the Department of Health, to promote and offer customers with a healthier drink alternative with a cap of 5% sweetness. Big C passes the assessment for the Wawee Coffee brand, confirming BJC’s commitment towards reduced sugar products.

Plant-Based Foods

Over the past reporting year, plant-based products have been gaining more interests amongst consumers, on account of increased health, safety, quality, and nutrition prioritization. BJC continue to meet this demand through the provision of plant-based products throughout Big C. Moreover, BJC recognizes the positive impacts plant-based products has on the environment, in comparison to traditional meat production, which is another reason why BJC continue its commitment to increase the availability of plant-based products. Currently, there are over 60 plant-based products available in both perishable and frozen section at Big C stores nationwide. This is an increase from the 13 available plant-based products in the previous years, representing a 79% increase of plant-based products proportion available within Big C stores.



SMEs, whom BJC recognized their business operations, products, and services to contribute towards, and/or are related to the health, safety, and nutrition or consumers. In addition, health related services such as We fitness, and a special Healthy Food Fair talk by health experts also participated in the event.

Following the success of the event at the head office, the event was extended to the Big C Phra Ram 4 branch between October 14 to 16, 2022 allowing the general public to also enjoy the food journey.

Food Journey: Good for Us, Good for the Planet

On October 12, 2022, BJC celebrated the World Food Day, through the establishment of the Food Journey event at the BJC head office, under the theme “Good for Us, Good for the Planet”. The event aims to increase employee knowledge and awareness about food, emphasizing on food sustainability throughout the value chain from upstream to downstream, to elevate BJC Big C’s capability to be the “Food Destination for Food Sustainability”.

The event included a sustainable marketplace, participated by over 30 well-know suppliers of BJC Big C, and external



GMO

On account of continued increased information literacy and literature, modern consumers are actively seeking access to appropriate information about products and services safety, quality, health, and nutrition. As Genetically Modified Organism (GMOs) remains to be an important indicator of product safety and quality, BJC strictly adhere to the corporate-wide **Genetically Modified Organism Policy**, committing all BJC operations to all applicable GMOs laws, regulations, and standards of all countries in which it operates. Assuring that,

- Raw materials are sourced from reliable sources, are traceable
- Manage and store all raw materials which may contain GMOs ingredients accordingly to prevent cross contamination.
- Publicly disclose all GMOs information on product label as required by applicable laws.

See GMO Policy:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=32>

Organic Products

Throughout the reporting years, organic products remain to be highly sought after amongst health-conscious

consumers, often associating organic products to be safe, and therefore healthy and nutritious for consumption. BJC continued to sourced high quality organic products to meet the needs of all consumers. Evident from the Sustainable Sourcing of Agricultural Raw Material Policy, clause 11, where BJC commits to support the distribution of organic products to promote the health and safety of customers.

In 2022, organic products generated a total of 984,483,012 million baht to Big C, representing an increase from the previous year. This can be attributed to increased prioritization of health amongst consumers, following the COVID-19 pandemic over the past 2 years.

See types of organic products offered at BJC Big C here

<https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=21>



Customer Relationship Management (CRM)

Key Performance:

100% of customers complaints have been resolved within the reporting year

Evident from BJC's mission to serve customers' personal needs based on customer-centric and data-driven culture, BJC have longed prioritized a strong relationship with customers. Doing so comes with various challenges, as both business-to-business (B2B) and business-to-customer (B2C) customers and consumers continue to evolve according to the market environment. To effectively manage this, BJC complies with the Customer Relationship Management Process, a corporate-wide guideline developed by the Big C Marketing Department, overseen by the Big C Customer Relationship Management Department. The process provides BJC with a clear and comprehensive guideline to manage all customer complaints.

See Full Detail of the Customer Relationship Management Process here

<https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=33>

Customer Complaint Channel



Regardless of the changes in the market environment, BJC remains committed to serve all customers and consumers with the highest products and services which are safe and of high quality as possible, and respects the view and opinions of all customers, recognizing this feedback as an importance source of information which enables BJC to better meet the customer daily needs.

For this reason, BJC continue to utilize the various established transparent and inclusive grievance channels for customers to voice their views, and opinions and report any safety and quality concerns, questions or suspected violations regarding BJC's products and services through the provided channels, which will be promptly identified and remediated by the quality assurance department or accountable department in accordance with the Complaint Management Procedure below.

Customer Complaint Management



Beyond this, BJC also established a clear and transparent Grievance Management procedure, guided by BJC's value to the views, opinions, and feedback from all customers. In 2022, through the analysis of customer feedback consolidated

through various channels, BJC found that customers are reporting complaints related to, customer service of employees, product quality, product labeling and price tags, and location and branch facilities. All complaints are sent to relevant branch managers to remediate within an appropriate timeframe, and in collaboration with relevant customers (if applicable), to elevate BJC Big C products and services and meet customer needs.

See BJC grievance management here

<https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=33>

Customer Satisfaction Measurements (VOC) Program at Big C

The Voice of Customer (VOC) Program remains to be the key assessment BJC Big C utilizes to evaluate customer satisfaction.

Satisfaction Measurement	Unit	2019	2020	2021	2022	2022 Target
Satisfied Respondents	Percentage of satisfied respondents out of total number of respondents to the survey	93	94	94	90	90
Data coverage: Percentage of customers/consumers surveyed (both respondents and non-respondents) out of total number of customers/consumers, Percentage of revenues, etc.	Percentage of Big C Customers	100	100	100	100	

BJC interprets the results of the 2022 Voice of Customer (VOC) by analyzing four key criteria's 1) Staff, 2) Product, 3) Price and Promotions, and 4) Facility, with a total of 33 sub-matters. Furthermore, the analysis also considers both positive and negative customer perspectives, where BJC aims to improve the negative, while it maintains and improves the positive to go beyond customers' expectations.

The 2022 results indicates that 90% of all customers are satisfied with the current products, services, and overall experience at BJC Big C. The results found that most customers expects BJC improve in four key areas including; to develop and improve the speed of services at the cashier point, offer more benefits for members, increase the varieties of shops in the plaza area and maintain sufficient products stock on shelves.

Cascaded from BJC Big C's continued emphasis to meet customer expectations and commitment to deliver high product safety and quality beyond expectations. This is implemented through categorization of identified issues into short-, medium - and long-term improvement plans, depending on the type of issue, duration of work and budget requirements, such as development of service training of store employees, develop and improve member benefits and improve all Big C branches through renovations.

Over the past year, short- and medium-term improvements implemented such as improved accuracy of cashier's staff in transactions, reduced number of out-of-stock products, as well as improved quality of fresh food were met with positive responses from customers, compared to feedback from previous years. Yet, BJC remain committed to continue its improvements to meet the shortcomings in the past reporting year, which has caused the VOC results to lag from previous years.

Customer Experience Services

In striving towards the vision to be **your trusted partner for a sustainable better living**, BJC continued its operations to be a one-stop-serviced to meet the daily needs of all customers. As such, beyond modern retail operations, Big C branches also offer customers with banking Services, Delivery Services (In collaboration with Kerry Express), and Social Security Office.

For more information of services available at Big C, see <https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=33>

Customer Experience Awards

In October 2022, Dr. Piyawan Piyapong, the First Executive Vice President of Big C digital platform department, represented Big C Supercenter Public Company Limited to receive the “BEST USE OF AI IN CX” in RESHAPE Customer Experience Awards 2022. The award honors the marketing initiative that demonstrates the most effective use of AI and/or machine learning to drive real-time individualization and provide a tailored customer experience.

For more information see
<https://reshapesummit.com/cx-awards-th/>

BEST USE OF AI IN CX

DR. PIYAWAN PIYAPONG

**FIRST EXECUTIVE VICE PRESIDENT DGT
PLATFORM-SEB**



SUPPLY CHAIN MANAGEMENT

GRI 3-3, 308-1, 308-2, 414-1, 414-2

Key Performance 2022

Key Indicators	Performance
Environmental Grievance Case	0
Raw Materials Sourcing Grievance Cases	0

Supply Chain Management Strategy

As BJC continues to commence its operations over the past 140th years, it has formed an expansive relationship with various business partners and suppliers across multiple supply chains, enabling the reliable supplies of high quality and safe raw materials and products, acquired through sustainable approach, enabling BJC to continuously serve the daily needs of all consumers across the nation. For this reason, BJC has long acknowledged its reliance upon supply chain management as an important topic to the company's operations, influencing the design, planning, procurement of materials, inventory, execution, manufacturing, and supply of finished product and services to consumers. The importance of supply chain management is further emphasized as BJC is aware of the



- 2.4 Ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters and that progressively improve land and soil quality
- 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- 12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

actual and potential, impacts supply chain management has on the economy, environment, and people, including impacts on their human rights to just and favorable conditions at work, while companies like BJC maybe at risk of negative impact including, limited accessibility and availability of raw materials/products, increasing costs for retailers, decrease product quality, which can damage retailers' reputation, customer

dissatisfaction and revenue, increased risks, non-compliance with regulations. On the other hand, a well-managed supply chain management can optimize the supply chain, reducing operational costs, and delivery time, resulting in increased customer satisfactions. This can result in a competitive advantage, allowing BJC to offer better prices, higher product quality and leverage supply chain to source environmentally responsible products, minimizing waste and implement an efficient logistical practice.

Similar to other businesses, as a consequence of BJC's diverse operations, BJC is directly at risk of and directly and indirectly contributes to the forementioned risks and impacts through the diverse supply chains, from manufacturing and modern retails, transporting and delivering goods nationwide, as such, BJC is committed to continue integration of sustainable supply chain management throughout the value chain, adapting to changing market environment and consumer needs to meet their daily needs. This not only enabled BJC to mitigate risks arising throughout the supply chains, but also enabled BJC to proactively support the sustainable development of all stakeholders at every touchpoint throughout the supply chain, promoting a more sustainable nation, above and beyond stakeholders' expectation.

Supply Chain Management Approach

A coherent integration of supply chain management is managed through strict compliance with the corporate-wide **Supplier Code of Conduct**, established by the Centralized Sustainability and Risk Management Department, while the Merchandise Department is accountable for its integration to all applicable suppliers, including tier 1 suppliers, and business partners, safeguarding a consistent risk identification, management, and remediation through the value chain. On account of the continuously evolving market environment, the supplier code of conduct is reviewed biannually to ensure its applicability and inclusivity of all emerging risks and considerations.



ENVIRONMENT

- Environmental Management
- Sustainable use of Resources
- Management of waste, Chemical and Hazardous Substance



SOCIETY

- Occupational Health and Safety
- Human Rights
- Child and forced Labor
- Working Hours and Compensation
- Community and Social Responsibility



GOVERNMENT AND ECONOMIC

- Compliance with laws and regulations
- Business Ethics
- Corruption and Bribery
- Business Gifts
- Fair Competition
- Procurement
- Production and Service Standards
- Personal Data, Confidentiality and Trade secrets

See Full detail of supplier code of conduct here
<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=35>

Supplier Code of Conduct Dashboard 2022

Supply Chain Criteria		Performance (%)	Target (%) / Years
Supplier Code of Conduct	Inform	100	100/2022
	Acknowledge	95	70/2025
	Training	95	70/2025
Risk Assessment	Risk Assessment in ESG	100	100/2022
Sustainability	Acknowledge staffs about supply chain's sustainability	100	100/2022
	Acknowledge supplier about sustainability	3% of critical suppliers	70/2025

Thai Beverage Can Limited (TBC)

Utilizing BJC's centralized Supplier Code of Conduct as a foundation, TBC has adapted the code of conduct to better match its operational needs and established an internal supplier code of conduct, which covers (along with the centralized policy) the scope of over-time, freedom of association, and integrated workforce management as a part of the supplier audits

Supplier Identification Process

Indicator	Number	Percentage
Total Suppliers in 2022	11,487	100
Local	10,440	91
International	1,047	9

Complying with the established supplier code of conduct, BJC aim to sourced raw materials and products from reliable suppliers whom has successfully integrated sustainability considerations into their respective operations. This includes the active identification, screening and monitoring of suppliers through the BJC sustainable supplier selection process, which both identified potential suppliers, screen sustainable suppliers and identifies critical suppliers through the process below.

1. Screen Sustainable Suppliers and Identify Critical Suppliers

- Screen potential suppliers using ESG indicators
- Identify critical suppliers, critical tier 1 suppliers, critical

3. Corrective Action Plans

- Assessment Results and Management Actions

2. Supplier Risk Assessment

- Suppliers Risk Assessment and Management Process
- On-site Assessment

4. Foster and Maintain relationship with suppliers to achieve sustainability objectives

- Sustainability Supply Chain training
- External Collaborations

During the reporting year 2022, BJC had a total of 11,487 suppliers, which comprised of 10,454 local suppliers (91%), and 1,033 international suppliers (9%). All suppliers are subjected to being informed, acknowledged, and trained of the Supplier Code of Conduct, safeguarding BJC's ability to consistently advocate the supplier code of conduct, complying to all applicable laws, regulations and standards, source raw materials and products in a responsible and (if applicable) are traceable back to the source, taking into consideration actual and potential impacts on the societies and environment through all operations.

All prospective suppliers are screened through the centralized supplier evaluation process which including sustainability assessment criteria. The conducted process allows BJC to locate compatible suppliers with BJC's core value and standards, enabling the development of a long-term and sustainable business partnership. The process includes post-selection performance assessment, which evaluates important topics such as,

- Product/Service Safety, Quality and Price Suitability
- Service Reliability, and
- Financial Stability and Delivery Capabilities

If a supplier fails the assessment, they must remediate the performance gaps in accordance to BJC's requirement within an agreed timeframe, or risk termination as relationship as BJC's supplier.

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



Consolidated supplier is categorized into management tiers, based on the total spending and criticality of the supplier to BJC's business operations. Management tier classification allow BJC to better manage each supplier tier appropriately and efficiently, minimizing risks and identifying opportunities for optimal sustainable growth for both parties.

Critical Suppliers Assessment Criteria

- **Total Spending per Year:** for trade suppliers, the spending must be over 70% of total procurement expenses, while for non-trade suppliers, the spending must be over 80%

- **Critical for Business Strategies:** Including suppliers with key components (i.e., high dependency) and non-substitutable suppliers. E.g., after sale service providers and high demand product suppliers.

See Details of Supplier Risk Assessment Process here

<https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=14>

Suppliers: An organization that provide a product or service used in the supply chain of BJC. A Supplier are organization which have been registered under the BJC Supply System.

Critical Suppliers: Suppliers which provide goods, materials, services (incl. Intellectual Property (IP)/patents) which have a significant impact on operations, competitive advantage, and market success or survival. Critical suppliers include suppliers of high-volume goods and services, suppliers of critical components and non-substitutable good and services.

Critical Tier 1 Suppliers: Critical suppliers whom provides product, materials, and services (incl. Intellectual Property (IP)/patents) directly to BJC.

Critical Non-tier 1 Suppliers: Suppliers that are considered critical, and provide products and services to the supplier at the next level in the chain (tier-2 suppliers and higher)

Supply Chain Risk Assessment

The procurement department is accountable for the effective management of risks and opportunities arising within the supply chain. This is achieved through the enforcement of the corporate-wide **Supplier Risk Assessment and Management Process**, which was developed by the Sustainability and Risk Management Department, on all applicable tier 1 and critical non-tier 1 suppliers. The process assesses inherent risks and opportunities within the suppliers' operations, to develop customized management approach to manage each supplier effectively, based on data-centric approach and their respective risk levels.

On-site Assessment

Each business units are accountable to closely monitor their suppliers to ensure compliance with the Supplier Codes of Conduct and minimize potential violations. This is achieved through the on-site supplier assessment, to appraise the supplier's level of compliance to the code of conduct. In 2022, BJC conducted a total of 145 on-site assessment.

Corrective Action Plans

Following the in-depth on-site assessment of critical suppliers, BJC found that 10 suppliers were classified as 'High Risk suppliers,' and have since been informed by BJC of the issues/violations the assessment found and the timeframe in which they are expected to remediate identified issues accordingly.

Supplier Relationship Management

Sustainable Supply Chain Training with Suppliers

The Green Industry Level 5 Green Network Award, requires companies to actively support various key suppliers in improving their respective operations, elevating the green industry level to level 2 Green Activity. Throughout 2022, various BJC business units achieved the Green Industry Level 5 Award and have since actively conducted training for their relevant suppliers. Training was conducted by the steering committee for sustainability, purchasing team, HR team, Quality Management Team, Safety & environment Team, and project consultant for the Green Industry Level 5 Green Network Award for 255 suppliers on topics including

- Sustainability Program Implementation
- Background of project to upgrade towards a green industry supplier & partners toward Green Industry level 2, green activity
- How to develop a sustainable organization, lesson from BJC section 2.1/2.2
- Green industry level 2 requirements, green activity, and guideline for obtaining level 2 green industry certifications to the Department of Industrial Works, Ministry of Industrial work, and
- Workshop on environmental project writing and implementation within the organization.

In 2022, the following BJC subsidiaries received the Green Industry Level 5 Award (GI5), Berli Jucker Cellox Ltd (CPC), Bang Plee, and Berli Jucker Cellox Ltd (CPC), Prachinburi. Furthermore, the following subsidiaries have received the Green Industry Level 4 award (GI4), Rubia Industries Limited (RIL), and Berli Jucker Foods have received the Green Industry Level 3 award (GI3)

Sustainable Agricultural Practices

As the global economy continue to recover from the effects of the disruption faced over the past 2 years, BJC continue its pledge to support, practice and foster sustainable agricultural practices, driven through the acknowledgement to the importance of agricultural products as an important determinant and enabler to achieve the world's development goals and an important tool to end extreme poverty, in addition to protection and improvement of the environment. For this reason, BJC continue to strictly comply with the established corporate-wide **Sustainable Sourcing of Agricultural Raw Material Policy**, committing all operations under Berli Jucker and its subsidiaries, including supporting tier-1 suppliers and non-tier-1 suppliers' operations to conduct sustainable agricultural practices, enabling BJC to better minimize, identify and manage its risks within the supply chain.

Spending on Local Suppliers

Consequent to BJC's unbroken support to the sustainable development of local economies, through BJC's recognition that local support results in the creation of jobs, and contributes to the development of public infrastructure and is a key channel to invest in local communities and the environment. For this reason, BJC actively seek various channels and initiatives to

support local communities. Through such commitment BJC ensures safeguards the production of high quality and safe products, increasing grassroots farmers knowledge, capabilities, and income, resulting in an elevated quality of life and a strong relation with BJC, while consumers benefit from the availability of local quality and safe products at an affordable price.

Local Suppliers: A supplier or Service Provider whose products or services offered are procured and/or sourced from raw materials available from surrounding areas and/or domestically.

Significant Location of Operations: Suppliers with the majority of their business operations within Thailand.

Local Spending

Performance	Unit	2019	2020	2021	2022
Total Procurement spending	Baht	134,542,067,780	122,085,241,282	123,342,954,911	126,636,213,370
Spending* on local suppliers and contractors for significant operations	Baht	129,297,875,351	118,468,555,667	115,543,666,329	117,434,274,598
Spending from local supplier compare to total spending procurement spending.	Per-centage (%)	96	97	94	93

Remark: Spending Includes Products and Services

In 2022, 91% of the total general procurement budget was spend on local suppliers. This is a 3% decrease from 94% in the previous year, which can be attributed to the higher demand for imported products at Big C's premium stores after major renovation.

Smart Farm

Committing to elevate the capability and quality of grassroot farmers, BJC initiated the 'Smart Farm' initiative, which utilizes technology and information technology to plan farming practice with farmers. The smart farm,

- **Reduces**, use of labor to solve labor shortage issue, reduce likelihood of occupational health and safety cases, allowing farmers to save time, increase availability to do other work and gain additional revenue stream and thus increase their quality of life for the better.
- **Reduces**, electricity and water consumption, reduce the use of natural resources and improve work efficiency in line with sustainable production and consumption principles.
- **Reduces**, maintenance of various equipment to increase the service life of the equipment, reduce waste and reduce unnecessary expenses for farmers.
- **Increases**, the proportion of production, while maintaining the resource consumption level, help increase the op-

portunity to generate income for farmers, enabling farmers to have a better quality of life.

SME Big C Big Smart Local

Beyond providing space for local communities and small and medium-sized enterprises (SMEs) to display and sell their products within Big C branches across Thailand, on the February 12, 2022, Big C in collaboration with the Department of Business Development Ministry of Commerce to initiated the "Big C Big Smart Local", a campaign which aims to identify, and develop high potential SMEs, One Tambon One Product (OTOP) and local farmers to sell their respective products on Big C online platforms. This offers local SMEs, OTOP and local farmers with a channel to enhance the quality of their Thai products, enabling the penetration into modern trade and the global market, in addition to an additional channel to promote and sell their products and services to more potential customers.

This is achieved through a dedicated team of experts from Big C, to provide guidance and demonstrations plots for participating farmers, to educate farmers and ensure that the products produced meet the market requirements, while prioritizing the safety of consumers by minimizing the use of chemicals and chemical fertilizers. Consequent to the project's orientation on farmers benefits, it has enabled entrepreneurs

of all levels to explore the market and sell their respective products in Big C Supercenters nationwide, a significant opportunity for small business to expand their reach and thus increase their profitability, while providing customers with access to high-quality local products. In 2022, under the campaign, on April 19, Big C purchases a total of 3,200 tonnes of fruits such as durian, mangosteen, rambutan, longan and salak, growth from the eastern region to promote the consumption of the season's fruits locally.



Unlimited Durian Buffet

Between the May 14 - 22, 2022, to support and promote the consumption of fruits from the Northern region of Thailand, Big C initiated the “Unlimited Durian Buffet” across 9 branches, an initiative which limits the price of durian at 399 baht per person, along with over 2,000 other product SKUs. The initiatives aim to aid the cost of living for local farmers, by securing a channel of income to sell their respective products, while consumers enjoy a variety of fresh fruits sourced domestically.



Sustainable Agricultural Practices – Certifications

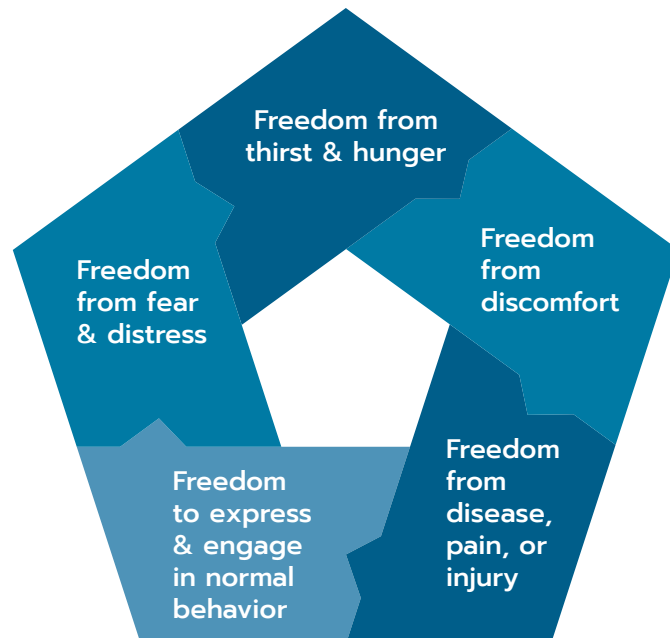
Guided by the **Sustainable Sourcing of Agricultural Raw Material Policy**, BJC strives to source raw materials from suppliers

with certifications from relevant external sustainable agricultural standards. This admiration has been adapted by all relevant supply chains, each setting internal targets accordingly.

See BJC certification of agricultural crops for international standards in quality and food safety in 2022 here

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=68>

Animal Welfare Policy



Often considered as a foundation to responsible sourcing of animal-oriented products (meat, poultry and seafood), and therefore a key consideration of sustainable agricultural practices, BJC remain compliance with the corporate-wide **Animal Welfare Policy**, enforcing promise to uphold good animal welfare practices through the value chain, which also includes cooperating with business partners to safeguard the five freedom of animal welfare, allowing BJC to consistently protect the quality of life for all animals within the supply chain.

For more details of the BJC Animal Welfare Policy, please see

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=20>

See BJC certification of animal products adhering to animal welfare standards in 2022 here

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=68>

Responsible Sourcing at CPC

Berli Jucker Cellox Ltd. (CPC) is a leading manufacturer of paper-oriented products, including various types of toilet paper, facial tissue, napkins, and multi-purpose paper to meet customer needs, Paper pulp is a critical raw material for CPC. As such, CPC has longed been devoted to protect the well-being of its paper source including minimize negative

impacts from operations to surrounding society and environment. This is achieved through CPC's utilization and sourcing of paper pulps, sourced from suppliers with certifications from accredited body, such as the Forest Stewardship Council™ (FSC™) Chain of Custody certification (CoC). In 2022, CPC uphold its performance to sourced 100% of all paper pulps from certified suppliers



Sustainable Paper Sourcing at RIL

Similarly, Rubia Industries Ltd. (RIL) also uphold its performance to sourced 100% of its cartons from suppliers whom are certified to use recycle paper fibers. This is estimated to reduce a total of 915 tons of paper waste from RIL's operations.

Local Farming Capabilities Building at BJF

Berli Jucker Food Co. Ltd. (BJF) remains committed in its endeavor to secure its source of high quality and safe raw materials, which are critical to BJF's operations. This is achieved through BJF's continuous support over the past 30 years of contract farmers and cooperative farmers.

Contract Farming System at BJF

Through formation of contracts with selected approved suppliers of critical raw materials, such as potatoes, and sweet potatoes, the contract farming system accounts for 95% of all raw materials BJF sources, providing BJF with access to a secure source of raw material to produce high quality product in any market environment.



While contracted farmers benefit from a contracted raw material price, which is often higher in comparison to prices offered by Government Sectors. Furthermore, BJF also continuously provide knowledge training and resources to elevate the contracted farmers capability, educated through the employment of 26 agronomists to train and share updates of farming practices, improving product quality above and beyond expectations.

Cooperative Farming System at BJC

Accounting for 5% of all raw materials sourced, the cooperative farming system is a channel in which BJC monitor product quality through assignment of knowledge expert personal to evaluate product quality at the point of collection, safeguarding product quality against expected BJC standards. BJC improves raw material quality through continuous education and knowledge sharing to farmers of best farming practices through Farm Mechanization, emphasizing on potato farming, utilizing industrial farming machines, through the centralized learning center for farmers across 41 acres (103 rai).

Beyond this, BJC continued to support and elevate farmers through various initiatives and knowledge sharing, such as supporting farmers to elevate farming practices beyond industrial expectations through compliance with Good Agricultural Practices (GAP) of the Department of Agriculture for the fifth consecutive years. This resulted in 12,177 tons of all raw materials produced in 2022, to be registered with GAP. Registered farmers compliance is regularly monitored through annual audits by Department of Agriculture personal, fostering positive relationship between farmers and BJC, while also safeguarding product quality and safety.

The GAP system integrated continued to be an import-

ant farming tool used to monitor farming practices, showing production yield, growth duration, quality of products and number of fertilizers used. Compliance with the system also encourages farmers to use organic fertilizers in place of chemical fertilizers, which was achieved in part of the Thoeng District, including 818 acres (2,070 rai) in the Chiang Rai Province, 553 acres (1,400 rai) in the Chiang Kham District, Phayao Province for a total of 1,371 acres (3,470 rai). It is estimated that this reduced the use of chemical fertilizers by 190 tons per year, equivalent to 235.0 tons of CO2 reduction per year.

In addition, in 2022, BJC extended the scope of knowledge sharing to include water, specifically approach to utilize water cost-effectively in agriculture to reduce water withdrawal and consumption. This is achieved through increase utilization of leftover water from each plot to the next, before discharging remains from the last plot into the Lam Muang or Khlong Soi in Thoeng District, Chiang Rai district and Chiang Kham District, Phayao Province, across 1,371 acres (3,470 rai).

Big C Farmer Development Program for Northern Agricultural Cooperative

Since 2019, Big C continued to collaborate closely with the Northern Agricultural Products Center in Thailand. The

collaboration has allowed Big C to transfer valuable scientific knowledge and expertise to local farmers in the northern agricultural cooperative, helping to improve their farming practices and increase the quality of their crops.

A central focus of this collaboration is to upgrade the plantations of participating farmers, through Big C’s guidance and support to help optimize cultivation methods and improve the overall yield and quality of products. Additionally, Big C has been working to raise the standard of packaging used by farmers, helping to ensure that products meet the high-quality standards required for sale in Big C stores.

The farmers who have participated in this program have been able to produce exceptional crops that are now available for sale in Big C stores. This has not only provided farmers with new opportunities for income and growth, but it has also allowed Big C to offer customers the very best in locally sourced, high-quality produce. Overall, this collaboration between Big C and the Northern Agricultural Products Center has been a great success, demonstrating the power of strategic partnerships in driving sustainable, community-driven development in agriculture.

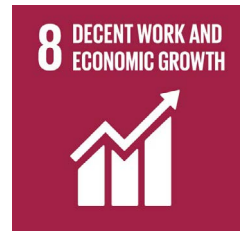
Local Spending

Big C Purchased from the farmers	2019	2020	2021	2022
Tons	1,694	3,548	2,602	2,568
Million THB	68.16	151.6	130.01	161.7



TECHNOLOGY & INNOVATION

GRI 3-3, 203-1, 203-2



Key Performance 2022

Key Indicators	Performance
Number of new Innovative ideas in 2022. (Seedstainable + Hackathon)	33

Technology & Innovation Strategy

BJC remains observant of the ever-evolving and increasingly globalized world, which is particularly driven through the advancement of technology and innovation, transforming the market environment, and shifting customer/consumer needs and demands, changing the way in which business and customers/consumers interacts. Beyond this, these technological advancements also impact the economy, environment, and people, including their human rights such as data privacy, right to express opinions, right to access information and right to access products and services. For this reason, to keep up with changing customer/consumer needs, companies like BJC must actively adapt business operations through the use of technology and innovation to identify, develop and implement new innovations. Doing so will also allow BJC to contribute towards

- 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value added and labor-intensive sectors
- 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

the development of the nation above and beyond the expectations of stakeholders, which may be in the form of improved efficiency and productivity, reduce operating expenses and increase profits for retailers, identification of new business opportunities for small and medium-sized enterprises, which can help to promote competition and innovation in the retailing industry, and enhance customer experience, leading to increased customer loyalty and higher revenues for retailers, and safeguard BJC operations from negative impacts such as, job displacement, as increased

automation and artificial intelligence can replace certain tasks and employee groups, risking its ability to product, deliver and serve customer daily needs efficiently, should it fail to appropriately adapt operations with technology and innovation.

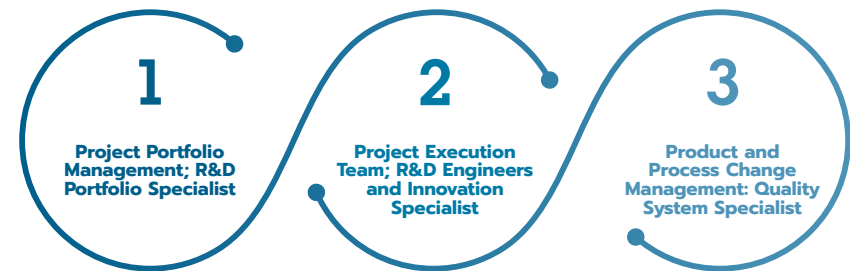
Technology & Innovation Management Approach

Through the process of BJC's operations, BJC is directly at risk of impacts from poor technology and innovation management, throughout the value chain, including the manufacturing and retail supply chain, and its relationship with various business relations, as it requires continuous development in order to remain competitive with. To mitigate this, BJC has integrated technology and innovation as part of the corporate-wide mission to deliver quality goods and services through innovative solutions, solidifying BJC's prioritization of technology and innovation, and fostering an innovation culture throughout the organization.

Definition: Innovation

Innovation is the creation, development and implementation of new products, services or processes, with the aim of improving operational efficiency, and effectiveness, allowing for the creation and development of new business opportunities, resulting in competitive advantage.

A technology and innovation oriented corporate culture, is fostered by the **BJC Innovation working Group**, headed by the Vice President of the quality and innovation in packaging and engineering business, in addition to an innovation representative from each business, accountable for the following responsibilities.



To improve integration of technology and innovation throughout the organization, to surpass above and beyond past performances and expectations, the working group established the **Research and Development Department** at each operating facility, with the responsibility to develop and implement innovative projects, which fosters competitive advantage for BJC, enabling the company to meet modern customer and consumer needs in the new market environment. Furthermore, the research and development departments also aim to develop projects which improves the effectiveness and efficiency of employees, including time spend on tasks, limit human errors and minimizes operating costs in production processes.

Technology and Innovation at BJC

In 2022, BJC developed a new corporate wide strategy for technology and innovation development, which aims to increase emphasis on the utilization of technologies and innovation to enhance the efficiency of all employees throughout the value chain, enabling them to work better and produce superior products and services. This includes the development of superior packaging solutions for customers and consumers, increase atomization throughout the operation and development of new technologies in new operations. All new technology and innovation are developed with an objective not to replace valued personals, but instead as a tool in which employees utilizes to increase operational efficiency, resulting in a more seamless operation.

Research & Development Culture

In 2022, to further integrates technology and innovation considerations in all business decisions, BJC continue to promote active Research & Development throughout all business operations to further foster a technological and innovation culture. This aims to develop new products and/or services to meet and go beyond the expectations of customers and consumers. These cultivated innovation cultures are recognized by both internal and external stakeholders, evident from BJC's recent invitation as a speaker to share knowledge and best

practices at an event hosted by the ASEAN Innovation Business Platform in November 2022.



The event was centered around the topic of overcoming hurdles to drive Thailand 4.0, an initiative aimed at promoting digital transformation and technology adoption in the country. BJC's Group Innovation Leader was a prominent speaker at the event, sharing insights on how the company responded to supply chain disruption during the COVID-19 pandemic. The leader also discussed BJC's contribution to the national strategy on Thailand 4.0 and the BCG Model, highlighting how the company's innovative efforts are aligned with the country's vision for technological advancement.

1. Pallet Inspection System

In the past, missing, or damaged bottles were identified through visual inspection by employees. However, due to the high speed and continuous nature of the packing process, there were instances where incomplete products were missed. To address this issue, the Innovation Division of BJC Glass developed a pallet inspection system using machine vision technology. Using two industrial cameras located on top of the pallet and eight area sensors on both sides of the pallet, the system can quickly and accurately identify missing bottles and any fallen bottles sitting above the packed-bottle layer. The in-house inspection algorithm was developed on the LabView platform, making this solution an impressive example of BJC's commitment to innovation and continuous improvement.

2. Optimizing Bottle Design for High Viscosity Food Content

Glass packaging had already been in use for a considerable amount of time, with a strong focus on the appearance and application of bottles, including their shape and color. However, issues with functionality were still present, particularly when it came to highly viscous foods such as ketchup. Users had to shake and tap the bottle for the ketchup to come out, which was far from ideal. To address this problem, BJC Glass decided to investigate the flow behavior of high viscosity materials in glass containers, specifically ketchup, using numerical modeling. It employed a non-Newtonian model, the power law model, which is a shear-thinning or pseudoplastic model that

describes the flow of materials with a yield point and shear-thinning or shear-thickening behavior at stresses above the yield. To determine the interface between the ketchup and air, the team used the "volume of fluid" method (VOF) to model the multiphase flow. The study successfully modeled the flow of ketchup in a bottle, and the simulation results were compared to experimental results.

The study found that the average time it took to empty a ketchup bottle was 3.02 seconds in the simulations, compared to 2.73 seconds in the experimental study, with a 10% difference accounted for. With these findings, BJC Glass Innovation could potentially improve the design of glass packaging to better accommodate highly viscous foods like ketchup in the future.

In-House Research & Development

Following the integration of technology and innovation throughout the value chain, each respective supply chains continuously seeks to identify, develop, and implement appropriate technology and innovation to improve their respective products and services, one of which is the establishment and improvement of in-house research and development capabilities.

Rubia In-house Research & Development

The in-house research and development department at the Rubia Industries Limited (RIL) has longed been committed to continuously identify, and develop new products that meet the needs to consumers, offering consumers quality products, at a cost-effective price, which are delivered in a timely manner. Furthermore, RIL products are developed in accordance with both applicable domestic laws, regulations, and standards such as Cosmetic Products Under the Cosmetics Act, Candy and Chocolate Products under the Food Act, Hazardous substance Products under the Hazardous Substance Act, in addition to the product destination country and international standards such as GMP, HACCP, ISO9001, ISO14001, FSSC22000 and HALAL.

Innovative Tissues

Berli Jucker Cellox Co., Ltd (CPC) has longed been committed to develop the best tissue products to serve the needs of everyday customers. Through a combination of in-house research and development and use of existing technologies, CPC has continuously been able to develop and offer customers with superior tissue products above and beyond the normal expectations of customers and to surpasses products currently available in the market to meet their daily needs.

- Cellox: Softer product with more absorbent ability
- Zilk: superior softness
- Maxmo: More durable compared to other paper towel on the market.

Technology and Innovation at Big C

In 2022, Big C developed a new corporate wide strategy for technology and innovation development which aims to integrates and utilizes technology as a means to connect all operations, enabling a more coherent operations to better serve all customers. This will allow Big C to keep up with the need and demand of modernized customers.

Big C Application



In order to optimize services to modernized customers, in 2021, Big C appointed Dr. Piyawan Piyapong as the first executive vice president of the Big C digital platform to over the newly established Big C Digital Business Unit, comprised of tech teams to develop its digital platform. In 2022, the team launched the “Big C PLUS” application to facilitates and enhance its online shopping services in Thailand, targeting to reach 5 million downloads in 2023, an increase from the 2.4 million current users. The new application is more efficient, convenient with improved speed for online and in-person shopping experience, in addition to improve loyalty program, enhancing Big C’s omnichannel commerce to meet customer needs.

The NEXT Hackathon 2022

Following the success of the NEXT Hackathon in 2021, in 2022, the NEXT Hackathon was continued and organized under the theme **“Process to Innovation”**. The program was participated by over 100 NEXTORs, proposing innovative solutions for process improvement with an aim to minimize unnecessary work processes throughout the value chain, improving operational efficiency, identify potential cost saving solutions and develop new work processes. On the Demo Day, 21 teams took to the stage to present their invented and hands-on prototypes. A consequence of the Hackathon resulted

in a reduction of over 2 million working hours reduced from obsolete working process, achieved through careful analysis and comparison of working hours before and after the implementation of the project to reduce/cut wasted time from defect, overproduction, waiting time, non/under authorized people, transportation, inventory, motion and extra processing.



Seedtainable Challenge 2022

BJC offers an opportunity for all employees from all departments and businesses within the BJC group to participate in the 'Seedtainable Challenge 2022', which aimed to foster an internal innovation culture, creating a DNA of innovation and sustainability for the company. The challenge encouraged employees to identify, analyze and present new business models or new products/services which positively impact the environment, society, economy, and business governance (ESG). The project consisted of open house activities, design thinking workshops, business model and prototyping training, and a pitching day.



A total of 70 employees participated in the project, divided into 25 teams. As a result of this project, BJC has generated 12 new innovative ideas from the 12 teams that made it to the final round. The top 3 winners presented ideas related to, healthcare services, refill station, and health data monitoring application.

Thailand Social Awards 2022



On the February 22, 2023, Big C Supercenter Company Limited (Big C) was awarded with the Best Brand Performance on social media for the Hypermarket & Supermarket category in the 11th Thailand Social Awards 2022 event, the biggest social media award ceremony in Thailand, organized annually by WISESIGHT (Thailand) for the past ten consecutive years.

Big C was awarded for its ability to utilizes social media platforms, including Facebook, YouTube, Instagram, TikTok, Line and Twitter to drive operational growth, and adapt to the digitized market environment, to create contents which are original, interesting, attractive, informative, and easy to understand for customers/consumers. Created contents includes news, lifestyle content, promotional news and updates, and various other events, inviting customers/consumers participation.

DATA & CYBERSECURITY PRIVACY PROTECTION

GRI 3-3, 418-1



Key Performance 2022

	Performance	Target
Breach Case	0	0

Data & Cybersecurity Privacy Protection Strategy

The last few years, businesses have seen a significant rise in the number and complexity of cyber threats, and this trend is expected to continue in the years to come. The threat landscape is becoming more challenging, as new technologies and trends create new opportunities for cybercriminals to exploit vulnerabilities in corporate systems. The cybersecurity and data privacy threats that businesses face in 2022 were complex and evolving. Phishing attacks, insider threats, cloud security, and the shortage of skilled cybersecurity professionals were just a few of the trends that businesses need to be aware of.

9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value

Data and cybersecurity privacy protection have both negative and positive impacts on the economy, environment, and people. The negative impacts include the risk of financial losses due to cyber-attacks, which can result in significant economic damage to businesses and the wider economy. Additionally, the harm to customers' privacy rights can have serious implications for human rights and consumer trust in organizations. Moreover, network damage or disruption can cause data loss and downtime, which can be costly and disruptive to business operations and overall productivity. On

the positive side, stronger security measures can help protect against cyber threats and safeguard sensitive data, leading to increased consumer confidence and trust. Convenient and user-friendly security measures can also encourage wider adoption of digital technologies, which can lead to increased economic growth and innovation.

BJC realized that to create awareness and preparation by protecting its assets and data, it must prioritize cybersecurity and take proactive measures above and beyond to balance the value of new technology and the cyber risk that may come with it. Moreover, the company must invest in training and development programs to help grow its own cybersecurity talents and ensure they have the necessary skills to protect the digital assets.

Data & Cybersecurity Privacy Protection Management Approach

BJC has always been committed to upholding comprehensive and robust Cybersecurity and Data Privacy measures. This is demonstrated through the corporate-wide **Information and Cybersecurity Policy**, which is available in the company website and can be accessed by all employees, providing a complete guideline for all business operations under BJC and its subsidiaries. The policy instructs employees on the

appropriate practices to ensure data security and promptly manage all cybersecurity attacks.

BJC had taken steps above and beyond to enhance its cybersecurity and data privacy measures in 2022 due to the increasingly severe global threat of cyberattacks. The company viewed information security as a critical aspect and included it on the agendas of key meetings; the monthly Management Board meetings, Risk Management Committee meetings, and annual Sustainable Development Committee meetings.

BJC prioritizes information security, including cybersecurity and data privacy, and has established various measures and committees to ensure that best practices are in place and continuously reviewed to stay ahead of evolving risks. For these reasons, in 2022, BJC had no complain received regarding breach case, data leakage, and data losses for employee and customer.

Information and Cybersecurity Policy:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=33>



The Management Board

The Management Board recognizes the importance of having processes in place to prevent information system interruptions and cyberattacks, as well as actions to prevent their recurrence in a timely manner.

Information Technology Committee

Information Technology Committee defines, evaluates, and reviews strategies, scope, and operations of the information technology structure, ensuring effective information technology management. This committee, consisting of Management Information System department personnel and other relevant departments, sets overall operational guidelines and best practices for personal information security. They also provide training and education for employees and stakeholders.

Data Protection Officer (DPO)

DPO is responsible for educating and training employees involved in data processing and ensuring compliance with data protection regulations. The DPO is the point of contact between the company and the Personal Data Protection Act (PDPA) regulator, monitoring the effectiveness and impact of data protection efforts.

To foster a cybersecurity culture, BJC actively conduct knowledge sharing and training for all employees through various channels, including corporate email and centralized HR mobile applications. This aims to ensure that all employees are equipped with appropriate knowledge and awareness to efficiently identify, acknowledge, report, and protect against potential cybersecurity risks. Throughout 2022, the following topics were trained for all employees; Application Permission, Cyber fraud identification, How to protect against cyberattacks, Get to know O.MG Cable, Get to know SMS Phishing, Software License and Pegasus Spyware.

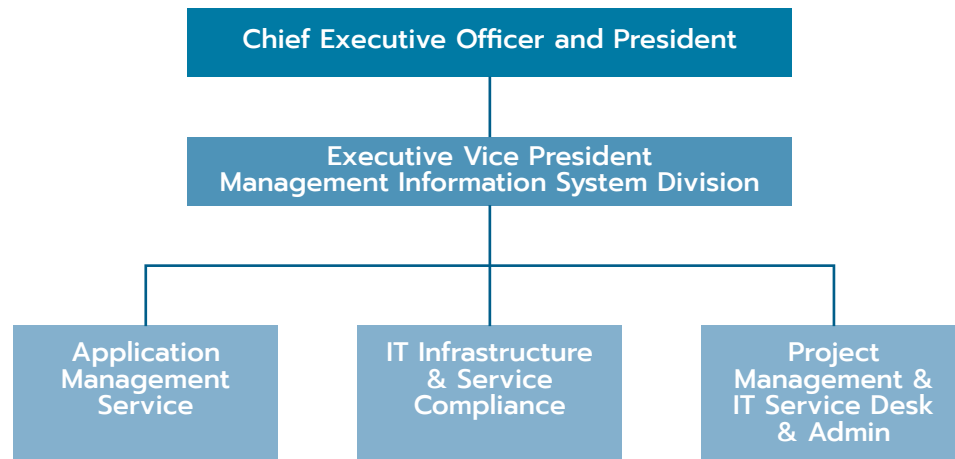
Information Technology Management Structure

The Management Board recognizes the critical importance of cybersecurity and has taken concrete steps to prioritize it within the organization. They have approved an Information Technology Management Structure that is led by the Chief Executive Officer and President. This team continuously invests in big data development through the C Smart Solution Co., Ltd (CSS), a dataanalytics company, and oversees the overall IT management systems with the assistance of the Executive Vice President of the IT department, who serves as the Chief Information Officer (CIO). This structure integrates cybersecurity throughout the entire value chain through a corporate-wide information technology strategy, developed with principles that uphold the Confidentiality, Integrity, and Availability (CIA) of all business goals.

BJC's internal information technology is managed by the Management Information System department, which provides assistance related to information technologies, including the development of a robust cybersecurity infrastructure and cybersecurity guidelines. The Information Technology Security Department is responsible for managing all cybersecurity incidents, ensuring that all digital risks management and data

protection initiatives align with internal guidelines and all applicable external laws, regulations, and standards, which are closely monitored through a rigorous process. These efforts demonstrate BJC's unwavering commitment to information security and cybersecurity.

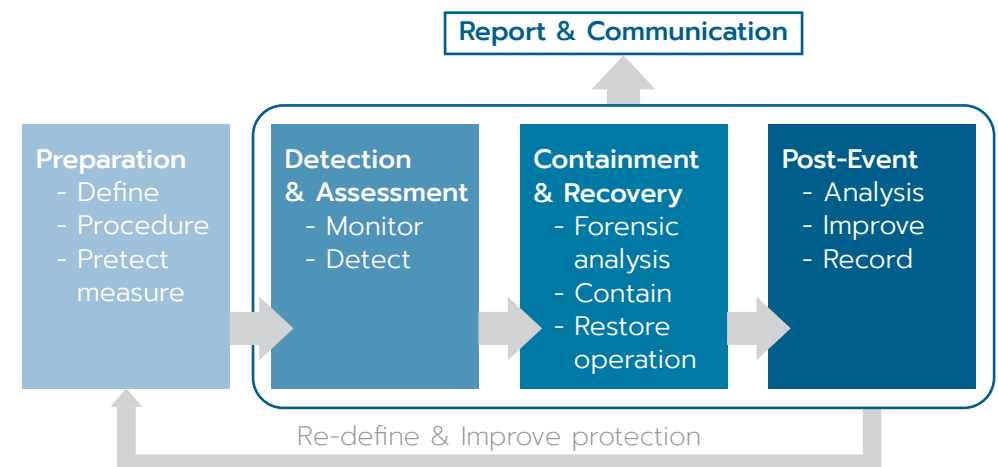
In addition, BJC realized the speed at which emergent technologies are used frequently outraces the company's capacity to develop safeguard, so the company must step beyond simple regulatory compliance in order to be cyber resilient business.



Cybersecurity Management Process

BJC places great emphasis on information security and has undergone an audit to certify its Information Security

Management System (ISMS) in accordance with international standard ISO 27001. In response to the pandemic and the transition to remote work, the company has also developed additional protocols, policies, and preventive mechanisms to ensure the secure handling of internal information. BJC utilizes a comprehensive Cybersecurity Management Process to identify and eliminate cyber threats, and all employees are encouraged to report any suspicious activity through various channels. All IT risk incidents are reported to the Risk Management Committee on an annual basis, and managed in accordance with internationally recognized standards such as ISMS (ISO 27001) and the Enterprise Risk Management framework (ERM). These efforts demonstrate BJC's strong commitment to information security and their dedication to effectively and promptly managing all cybersecurity risks to prevent any potential operational impacts.



Customer Privacy Protection

In response to the implementation of the national Personal Data Protection Act (PDPA) that was effective in 2022, BJC had put in place a comprehensive Personal Data Protection Policy to safeguard the personal information of its customers. This policy applied to all of BJC's business operations, including suppliers, and outlined the procedures for collecting, storing and using personal data, as well as the steps to be taken in the event of a data breach. To ensure compliance with the Act, BJC had appointed a Data Protection Officer (DPO) who is responsible for integrating data breach issues into enterprise risk management, assessing the impact of data breaches, and raising employee awareness of personal data protection issues. Additionally, BJC had developed a customer data collection process that prioritizes the storage of customer data, authorized use of personal data, and data protection methods. The company is committed to informing customers about the purpose and use of their personal information through a privacy notice on the company website and a consent letter.



2022 Initiatives

1. ISO27001 and ISO27701

In 2022, BJC's internal auditing process followed ISO27001 and ISO27701 standards which had the focus on implementing, maintaining, and continually improving a Privacy Information Management System (PIMS) that enhanced the privacy and security of personal information. In addition, by implementing ISO 27701, BJC could demonstrate its commitment to privacy and security, which could help company build trust with customers, suppliers, and stakeholders. It also helped the company to avoid fines and reputational damage resulting from privacy breaches or non-compliance with privacy laws and regulations.

2. Thailand's Personal Data Protection Act (PDPA)

In June of 2022, Thailand officially implemented its first consolidated law to regulate data protection, known as the PDPA. This groundbreaking law was specifically crafted to address the challenges presented by the digital age, and has been likened to the European General Data Protection Regulation (GDPR) in terms of its comprehensive scope and strict guidelines.

The PDPA covers a range of important aspects related to data protection, including data processing, data collection,

data storage, and data consent protocols. To ensure compliance with this important legislation, BJC had taken proactive steps to improve its internal data management systems. Specifically, the company had implemented a data mapping system and prepared a Record of Processing Activities (ROPA). Additionally, BJC had conducted an annual review of the ROPA with relevant departments to ensure that all necessary measures were being taken to safeguard customer data and maintain compliance with the PDPA.

2.1 Big C E-Commerce System

The storage of customer's personal data on Big C e-commerce system was done in compliance with the enforcement procedures of the PDPA Act. Before storing any customer data, the company always requested permission and clearly specified the scope of data to be used. The company also guaranteed that the data would never be shared with any other organization besides the use of Big C e-commerce system. Furthermore, the company managed its e-commerce system and customer's personal data in accordance with the rigorous CIA Triad standards, taking great care to ensure that every step of the process, from design to development, testing, and maintenance, adhered to the principles of Confidentiality, Integrity, and Availability.

Confidentiality

To ensure data privacy is a top priority, access to the server in the cloud is governed by various data access rights. In addition to requiring a username and a complex password, Multi-Factor Authentication (MFA) is also utilized to secure server access and customer data.

Integrity

- To ensure data accuracy and completeness, updates or edits must be made by a user with specific permissions. A monitoring system is also in place to track activities and ensure data access and changes are in line with established protocols, utilizing identity and access management capabilities from cloud capabilities.
- External auditors conduct Vulnerability Assessment and Penetration Testing every two months to identify vulnerabilities in the system and improve security in accordance with the CVE (Common Vulnerabilities and Exposures) database, mitigating new external risks.

Availability

- The E-commerce system and customer database are securely stored on a private cloud network
- To ensure continuous access to the database, the company implemented backup measures by utilizing 2 AWS data centers located in different areas. This way, in the event of an emergency, the latest database can be restored and created promptly.
- Content Delivery Network and Security (Cloudflare CDN) has been integrated to distribute the load usage and mitigate DDoS attacks and other potential internet-based threats.

3. Cybersecurity Insurance

In 2022, BJC made a strategic decision to invest in cybersecurity insurance as a proactive measure to mitigate the risks of cyber threats and potential data breaches. This insurance not only helped protect the company from business disruptions but also provided a safety net to reduce the potential financial damages from complaints and lawsuits. The coverage extended to various aspects of the company's operations, including data liability and administrative procedures, and ultimately safeguarded BJC's valuable reputation in the marketplace.

4. Network Detection and Responds and Endpoint Security

In order to bolster the protection of the company's IT system, BJC had planned to utilize a Network Detection and Response (NDR) tool and Endpoint Security. These measures could support the company to monitor all network behaviors for potential malware, spyware, and ransomware threats. By doing so, BJC would be able to readily identify any gaps within its operating system and applications, and efficiently address them through the application of patches and updates to its security protocols. The execution was expected to be in 2023.

5. Data Loss Prevention

To ensure the utmost security of the company's valuable information, a Data Loss Prevention (DLP) system had been meticulously planned for implementation at BJC. The objective of this system was to safeguard sensitive data from potential breaches before any unauthorized access can occur, thus

preventing any leakage channels from being exploited. It was projected that the execution of this critical initiative would take place in 2023, fortifying BJC's security protocols and ensuring that the company's confidential information always remain protected.



ENVIRONMENT



CLIMATE STRATEGY

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

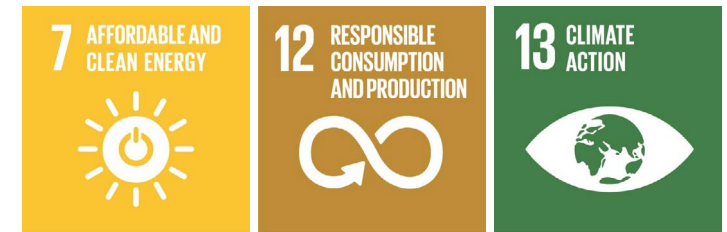
Key Performance 2022

Key Indicators	Performance
2022 Total Renewable Energy Consumption	10% increase from 2021

Climate Change Strategy

BJC acknowledges the importance of a balanced and functioning environment, and has always recognizes the importance to actively endorse and contribute towards the global efforts to limit global temperature rise and avert consequential disasters, arising from climate change. These impacts include, among others, extreme heat, intense drought, wildfire, flooding, rising sea levels, catastrophic storms and declining biodiversity's.

Such disasters are brought about through endured human consumption, utilization and reliance on energy, which are often generated through fossil fuels, emitting harmful Greenhouse Gas (GHG) into the atmosphere, increasing the potential occurrence of said negative impacts on BJC's



- 7.2 Increase substantially the share of renewable energy in the global energy mix
- 7.3 Double the global rate of improvement in energy efficiency
- 12.2 Achieve the sustainable management and efficient use of natural resources
- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- 13.2 Integrate climate change measures into national policies, strategies and planning

business operations, the economy, the environment, and people, including human rights to safety, rights to food, clean air and water, health, and right to life, caused through "widespread, pervasive impacts to ecosystems, people, settlements, and infrastructure resulted from observed increase in the frequency and intensity of climate and weather extremes", which are especially evident throughout 2022.

BJC confess to its direct and indirect contributes towards the issue of climate change, through the direct Emissions of

Greenhouse Gases (GHG) from its value chains, such as its manufacturing and retail supply chain, two of the largest revenue generating supply chains, which are necessary to drive business operations, and indirect contributions through its business relationships with supplier's and business partners, emissions and consumption of electricity generated from the grid, and their respective business operations. Through BJC's commitment to averting the forementioned disastrous effects of climate change, and the interrelated relationship between climate change with both the environment and society the company has continuously identify, developed and implemented various policies, strategies and standards, such as Climate Strategy, Environmental Management, Biodiversity, Water Related Risks, and GHG Emissions targets. These are translated into effective climate related initiatives beyond the minimum legal requirements, enabling BJC to efficiently integrate and foster appropriate controls to minimizes BJC's negative contributions towards climate change.

Climate Strategy Management

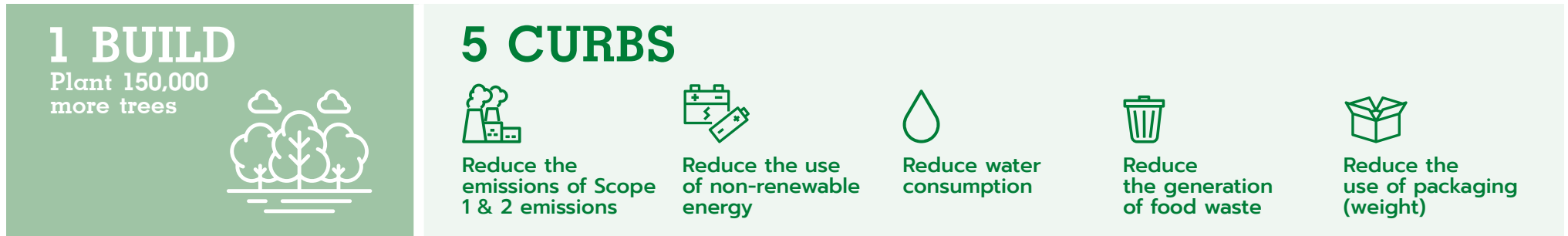
Governed by a promise to actively contribute in favor of the goals set by the Paris Agreement from the 21st session of the United Nations convention on Climate Change (COP21) held in Glasgow, Scotland in 2015, which aims to limit the rise of global temperature within 1.5 degrees Celsius, BJC has

appointed the Sustainable Development Committee (SDC), chaired by Prof. Pirom Kamolratanakul, M.D., M.SC. an independent director of the Board of Director to oversee the management of all the group's climate-related strategies, and related topics, including Environmental Management & Biodiversity, Water related Risks, and GHG emissions. The SDC have since cascaded the responsibilities to identify, develop and implement these material topics into corporate-wide climate change strategy to the Sustainable Development Sub-committee, ensuring that implemented strategies are aligned with BJC's operations to meet the requirements and support applicable national and international climate-related standards, including the Thailand National Determine Contributions (NDC), the United Nations Sustainable Development Goals (UNSDGs), and disclose information in accordance with the guidelines by the Task Force on Climate-Related Financial Disclosure (TCFD), established by the Financial Stability Board (FSB), fostering the achievement of the internal goal to be a Net Zero Carbon Company by 2050.

Environmental Management Policy:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=25>

In 2022, following BJC's 140th years of operation celebration, BJC established the 1 + 5 strategy, a new BJC Sustainable Environmental Goals, beyond the industry norm, to be



achieved by the next 150th years of operation celebration, which clearly outlines BJC’s strategy to reduce greenhouse gas emissions intensity from all operations over the next 10 years. This enables BJC to contribute to the corporatewide target to be Net Zero by 2050.

To foster a sustainable culture to uphold this commitment, the corporatewide **Environmental Management Policy** is used, which are enforced through the climate strategy are used to enforced the following three key strategies and four key operational guidelines as a bases of operations for all employees to follow.

1. Educate and Raise Awareness among Employees about Climate change
 - a. To increase internal employee knowledge and awareness about climate change, enabling a

seamless integration into day-to-day decision and operations.

2. 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.
 - a. To enforce integration of climate-related risks and opportunities considerations into all aspects of business operations.
3. Prioritize BJC’s energy consumption by increasing the proportion of clean energy to reduce greenhouse gas emissions
 - a. To transition towards clean energy, enabling the reduction of harmful greenhouse gas emissions.

Four Key Operational Guidelines



Environmental Management Policy:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=25>

Climate Strategy Risk and Opportunity Identification and Assessment

BJC has consistently been active in its identification, development and implementation of climate strategies and initiatives, which are identified using a comprehensive risk and opportunity assessment conducted in accordance with the four-core framework outlined in the guidelines of the Task force on Climate-Related Financial Disclosure (TCFD), namely Governance, Strategy, Risk Management, and Metrics and Targets. This has enabled BJC to systematically identify the best climate-related financial risks assessments and opportunities suitable for each supply chain and develop appropriate mitigation measures to manage existing and emerging physical and transitional risks accordingly, in addition to communicating

appropriately to applicable stakeholders.

In 2022, BJC conducted a reassessment of the climate-financial risk assessment, which covers four out of the five core supply chains of BJC Group, namely Packaging, Consumers, Modern Retail, and Healthcare. The results of the assessment yielded risks and opportunities influenced by climate change, in addition to mitigation measures. See full report on the company website.



Results of the assessment were used by relevant management in each respective supply chain to develop and implement climate change strategy to cover all business, raising awareness for all employees on the importance of the policy, risk assessment and the impact thereof, taking into consideration internal and external factors, divided into two groups shown below. All initiatives are frequently monitored and regulated to meet expected performance, paralleled with industry norms and best practices. Moreover, disclosed performance data has been verified by external third party as an assurance of data accuracy.

To further foster and integrate the climate change strategy throughout the value chain, in 2022, BJC cascaded the climate strategy down to developed 'Highway to Net Zero', a corporatewide roadmap which represents BJC's dedication to the global climate effort and is a reinforcing guideline which drive and encourages BJC to identify, develop and implement initiatives to reduce emissions from all operations, to limit negative environmental impacts from operations against the environment, society and the nation. All implemented initiatives can be designated into the following categories.

Sustainable Supply Chain

Increase efficiency within the supply chain through green investments and initiatives to reduce negative impacts.

Sustainable Operations

Increase efficiency within the operation, achieved through investments and implementation of initiatives which minimizes GHG emissions.

Sustainable Transportation

Increase efficiency within its transportation throughout the supply chain, through investments in technologies to reduce GHG emissions from logistics to minimize negative impacts.

Climate Strategy Initiatives

Sustainability Expo 2022

In 2022, BJC is proud to be a part of the Sustainability Expo 2022 or SX2022, which was hosted by Thai Beverage PLC, along with Thai Union Group PCL, GC (PTT Global Chemicals), and Siam Cement Group (SCG) and other well-known sustainable companies and organizations at the Queen Sirikit national Convention Center in Bangkok. BJC participated with its own booth under the theme "Highway to Net Zero", encompassing and showcasing all of BJC Group's commitment and implemented initiatives aimed to minimize negative environmental impacts and climate change, along with the group's reduction targets for the next 10 years ahead.



Under the theme 'Good balance, Better World', the Sustainability Expo 2022 (SX2022), is a 7-day event, held between September 26 - October 2 2022, that saw over

100 speakers from 50 organizations and a network of 200 sustainability partners gather to explore climate positive solutions for a better world. During the Expo, BJC conducted a survey to assess the views, opinions and expectations of stakeholders towards BJC's sustainable development, which will be integrated in the strategic development in the future. The results shows that stakeholders believe that BJC should

- Build addition environmentally friendly product lines (eco-friendly packaging or eco-friendly products)
- Utilize EVs in product distributions and deliveries
- Utilize clean energy sources such as Solar, Wind, Geothermal and Hydro

Sustainability Day 2022

On the September 14 2022, BJC hosted the first annual internal Sustainability Day, at the BJC House headquarter in Bangkok, Thailand. Under the theme "Highway to Net Zero", the Sustainability Day 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 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.

The event was well received by all participants, whom gain a better understanding and awareness about the need to transition BJC Group's Operations towards sustainability, in addition to knowledge about implemented initiatives which contributed to BJC Group to be Net zero by 2050.



Thai Beverage Can Limited Science-based Target Initiative

In 2022, Thai Beverage Can Limited (TBC) was selected as one of seven companies to be selected as a Science-based target initiative (SBTi) for the year 2022, under the Thailand Greenhouse Gas Management Organization (TGO), signifying TBC's commitment to reduce GHG emissions from its operations. To be selected TBC must complied with the SBTi's requirements, including establishing scientific goals, and targets to reducing operational GHG to meet set target.

ENVIRONMENTAL MANAGEMENT & BIODIVERSITY



Key Performance 2022

Criteria	Performance
Trees planted in FY2022	9,140 trees

BJC Group acknowledges the influence and connection between climate change and the environment, especially biodiversity, which represents the global system, which supports all life, including all fauna and flora, and its significance to rehabilitate, restore and protect the global ecosystem, which is critical to the wellbeing and survival of both society and the environment, enabling corporations to continue the activities of farming, harvesting and sourcing of critical raw materials, used in the production of goods and services, fostering business growth, while protecting society against the human rights violations of a clean, healthy and sustainable environment, which may arise from chronic and acute climate-related risks.

- 15.1 To ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.

15.2 To promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.

To foster the 1 + 5 Strategy, BJC group utilized the established **BJC Biodiversity Road Map**, which provides an underlying guideline of how BJC group will manage and interact with biodiversity across the value chain to foster a balance between business activities and environmental wellbeing, ensuring that BJC group strives to minimize negative biodiversity impacts. This is achieved through strict compliance to the corporatewide BJC Biodiversity and Deforestation Policy, which is further enforced through the BJC’s Standards Operating

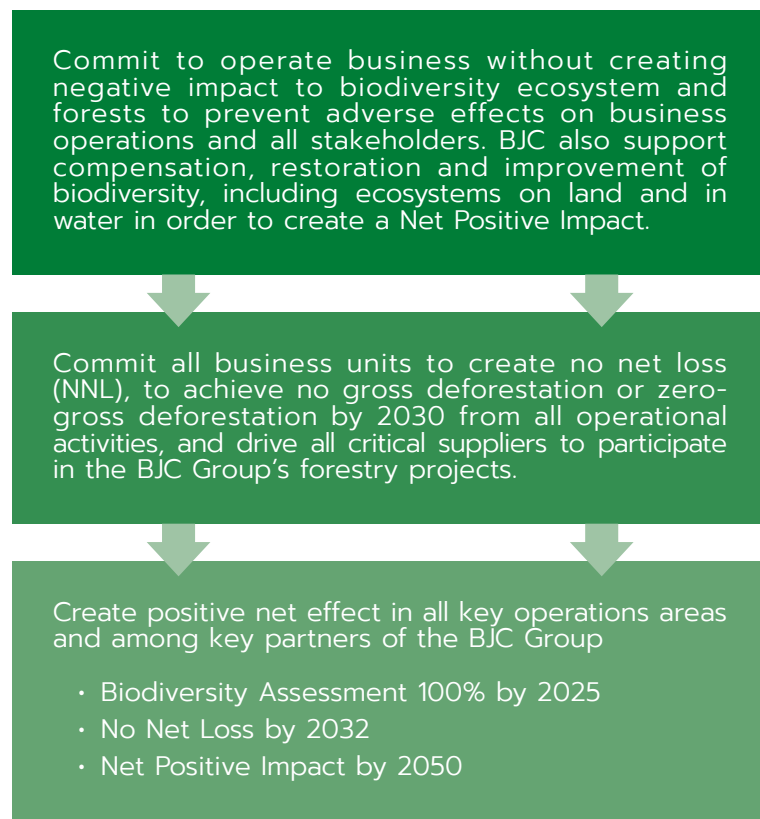
Procedure of Biodiversity Management, enforcing all business to take early steps to secure biodiversity, and benefit from the opportunities available, which empowers BJC group to remain competitive and create a net positive impact on biodiversity, through the implementation of diverse and targeted initiatives which aim to minimize negative consequences on biodiversity throughout the value chain.



The BJC Biodiversity and Deforestation Policy is governed by the Sustainable Development Committee (SDC), and is regularly reviewed and updated to fit with the continuously evolving environmental needs. The policy clearly commits BJC Group to integrate the following biodiversity related considerations into all operations and decision-making.

1. Own operations and supply chain must not operate activities near sites containing globally or nationally important biodiversity
2. Apply mitigation hierarchy (avoid, minimize, restore & offset) when operating in areas in close proximity to critical biodiversity
3. Work with external partners to fulfill the commitment

BJC Group Biodiversity Commitments





Biodiversity Exposure & Assessment

To minimize biodiversity impacts throughout the value chain, BJC Group actively conducts assessments to evaluate the biodiversity risks and opportunities associated with each operating sites. To do so, BJC Group utilizes a set of comprehensive questionnaires developed in accordance with the criteria of the Business & Biodiversity Check from the Biodiversity-based Economy Development Office (BEDO) Thailand, which assessed both BJC Group's own and critical supplier's operations, under 9 key criteria. The assessment assesses biodiversity risk and analysis geographical locations and environmental condition, to assesses the level of impacts and risks each project may present to surrounding biodiversity,

enabling BJC Group to reduce the impacts that may occur to biodiversity.

BJC Biodiversity Assessment Criteria

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

Following the biodiversity assessment, BJC Group found that in 2022, BJC business units' operations and critical suppliers do not operate nearby or located in the protected areas and no operational activities creates negative impacts to biodiversity. This is achieved, since there is no operational activity nearby or located in the protected areas and no operational activity which directly and/or indirectly creates negative impact to biodiversity. In addition, BJC Group has implemented two key initiatives as follow;

Surveillance Plan

- All business units and their critical suppliers monitor and ensure that their current operational activities remain efficient and effective regarding the impact created to biodiversity. Moreover, they have to keep updated with the current issues regarding biodiversity nationwide and worldwide, and be ready to adjust their business operations accordingly.

Rehabilitation Plan

- Not only to avoid creating negative impact to biodiversity, BJC encourages all business units and their critical suppliers to conserve and strengthen biodiversity in their areas as well. The plan is normally executed through various of activities throughout each year. However, due to the continuous COVID-19 pandemic, the activities in 2022 are not conducted as often as previous years. The highlight biodiversity rehabilitation activities in 2022 include;
 - CPC's reforestation in Prachin Buri Province*, which takes place every quarter of the year.
 - CPC's Local Environment Volunteer project in Prachin Buri Province*, where the volunteers help

the local communities to remove weeds and hyacinths along rivers.

Remark: Prachin Buri Province is where CPC is located, as such CPC is committed to ensure that CPC operations do not negatively impact surrounding environment.



BIODIVERSITY INITIATIVES

Berli Jucker Cellox

Under the CSR-DIW Continuous 2022 & GI5 program, Berli Jucker Cellox Ltd. (CPC) aims to restore the biodiversity of local rivers for the benefit of communities, surrounding the Prachin Buri province. This commitment derives from the CPC's desire to balance the impacts of business operations, and the

environment, to safeguard local's access to an abundance of natural resources available, be-it rice, fish, prawns and other farm animals.

On March 22, 2022, CPC initiated the "Fish species Reintroduction" project, which sees employees of CPC reintroduce a total of 100,000 fish, which consists of 50,000 Jullien Golden Carp, and 50,000 small scale mud carp into the Prachin buri river, both of which are local species, which plays an importance role in a balance of the local ecosystem, beneficial to local communities.



Jullien Golden Carp

IUCN Status: Critically Endangered

For more information see:

<https://www.iucnredlist.org/species/18182/1728224>



Small Scaled Mud Carp

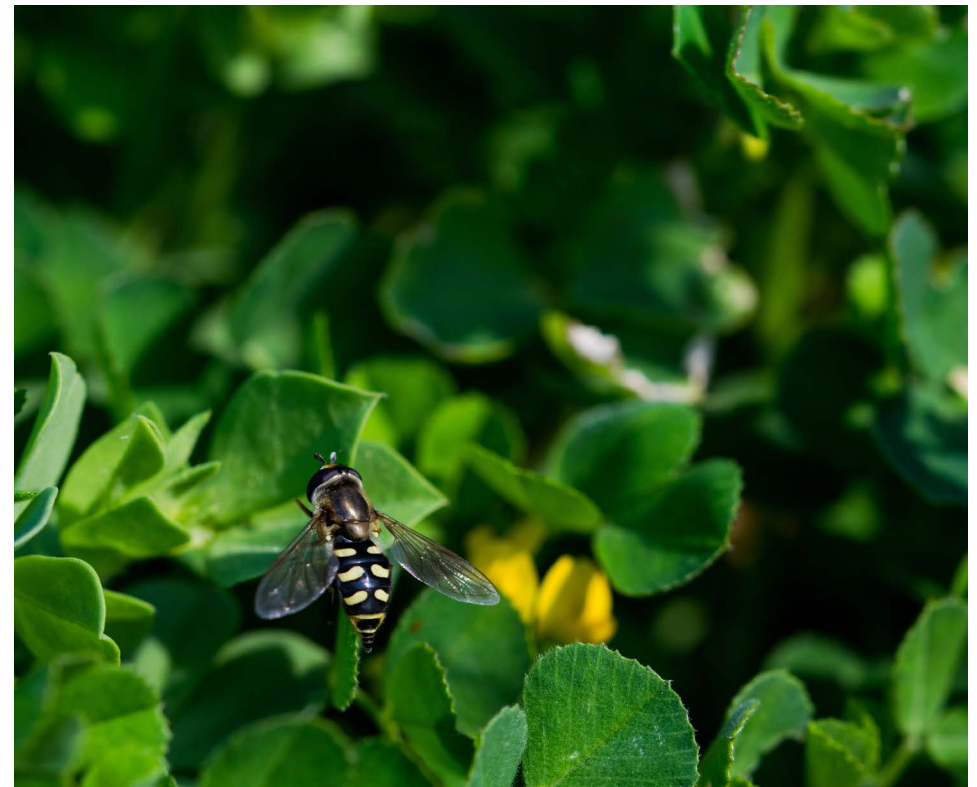
IUCN Status: Vulnerable

For more information see:

<https://www.iucnredlist.org/species/180904/7654985>



On June 8, 2022, a similar initiative was implemented to celebrate the World Environment Day. Under the "Only One Earth" concept, Berli Jucker Cellox Ltd. (CPC) initiated a project to release aquatic species into the Prachin Buri river, to promote the idea of "Living Sustainably in Harmony with Nature". The project released over 200,000 fish and other aquatic species into the Prachin Buri river, in an effort to restore local biodiversity for the river.



No Deforestation Commitment

Beyond biodiversity, the scope of the Biodiversity and Deforestation Policy also commits BJC Group to no deforestation, through BJC's firm acknowledgement to the importance of forests, for its role as the earth's air purifier, which filters the water, prevent erosion and acts as an important buffer against climate change. The policy states that BJC,

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



REFORESTATION ACTIVITIES

Berli Jucker Food



On June 3, 2022, Berli Jucker Foods Ltd. (BJF) collaborated with the Fai Kwang subdistrict municipality, local military representatives, boarder patrols, local leaders, potatoes farmers, volunteers and students of the Fai Kwang subdistrict Chiang Kham District, Phayao Province to organized a reforestation project in honor of His Majesty the King, on the occasion of Her Majesty Queen Suthida Patcharasutha Phimonlak's Birthday,

by planting trees, improve lands in and around local forests of Baan Na Nak Phatthana of Baan Mai No. 12 Village, and Charoenporn No. 9 Village Fai Kwang subdistrict Chiang Kham District, Phayao Province, improving forests surrounding communities, which is a critical agricultural site for the company, spanning across 320 acres (2,000 rai). On the day, volunteers work together to plant over 6,000 trees of various species including, Red wood, Makha wood, Gurjan Wood, Pine wood, Tabak wood, Rosewood and the Burma Padauk wood, donated from local nurseries and the Chiang Rai Forest department, across 7.2 acres (45 rai), all of which are native species present in the area, and have long been an important wood associated with the Thai culture used in the manufacturing of homes and furniture.



Contributed
6,000 trees
across 7.2 hectare to
150,000 Trees by 2032

Berli Jucker Cellox

“Ploog Mai Yai, Hai Baan Loew” (Big Tree Planting Project)

Under the CSR-DIW Continuous 2022 & GI5 program, on August, 10th 2022, Berli Jucker Cellox Ltd. (CPC) continued to conduct the annual Big Tree Planting Project, which planted 400 trees in and surrounding the CPC Prachin Buri operating site, totaling 1,009 trees planted in 2022.



WATER RELATED RISKS

Key Performance 2022

Key Indicators	Performance
Water Withdrawal	8.48 Million Cubic Meters
Water Consumption	1.89 Million Cubic Meters
Water Discharge	6.59 Million Cubic Meters

Water Resources Interaction

BJC acknowledges the global water-related issue of water scarcity, which impacts societies through a lack of access to clean water to meet their daily needs, potentially risking societal health and well-being, violating individual and community's respective human right to access safe drinking water and sanitation, while water scarcity may impact business operations may be presented in various forms and severity, depending on the operation's dependency to water, an example of which may include, limited access, availability and quality of agricultural goods, raw materials and foods for the food industry, influencing the quantity, quality and prices of products and services, while others industries operations maybe impacted from a lack of access to cost-effective cooling agent in manufacturing



- 6.3 Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.
- 6.4 Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
- 6.6 Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.
- 6.b Support and Strengthen the participation of local communities in improving water and sanitation management
- 12.2 Achieve the sustainable management and efficient use of natural resources
- 12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.

processes, increasing occurrence of operational risks and expenses. As a company with a diverse range of operational

supply chain, some of BJC's supply chains are directly involved in the contribution of negative impacts of water from its activities, through the following interaction to water resources.

Packaging Supply Chain

**Thai Malaya Glass Co., Ltd./Thai Glass Industries PLC
& Thai Beverage Can Co., Ltd.**



Location: Sara Buri & Bang Plee District, Industrial Estate

Consumer Supply Chain

Berli Jucker Foods Co., Ltd.



Location: Samut Prakan

Berli Jucker Cellox Co., Ltd.



Location: Prachin Buri, Samut Prakan

To regulate all water-related policies and initiatives, the appointed SDC is responsible for the successful integration of the 1 + 5 Strategy into day-to-day operations, evident from the corporate mission to strive for sustainable prosperity to all

stakeholders, all employees under the employment of BJC, are expected and are accountable for the management of all natural resources, including water. This is governed through the corporatewide **Environmental Management Policy** developed by the Sustainability and Risk Management Department, used as a guidance to govern and promote practice of good natural resource utilization, commitment to continuous improvement of environmental performance, minimizing supply chain environmental impacts. The Environmental Management Policy is applied to all supply chains, and is adopted by 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 laws, regulations, policies and plans. Moreover, the role includes driving continuous improvement in environmental performance, creating awareness, knowledge and organizational culture in order to reduce environmental impacts and conserve natural resources.

The Employees

Strictly comply with 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.

For more information about the Environmental Management Policy here

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=25>

Water Risk Assessment

To be accountable for all water resources utilized within all operation, and prevent negative contribution towards the

issue of water scarcity within surrounding areas with communities, BJC incorporates water-related considerations, such as water stress and flood areas into the corporate strategy, fostering the active identification, assessment and implementation of water-related risks and opportunities throughout the value chain.

To continuously remediate the issue of water stress beyond industrial expectations, BJC encourage critical tier-1 suppliers, located 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. Beyond the annual water stress assessment through the Aqueduct Water Risk Atlas Tool, BJC also conduct on-site audit assessment on an annual basis for all critical tier-1 suppliers.



See in-depth results at

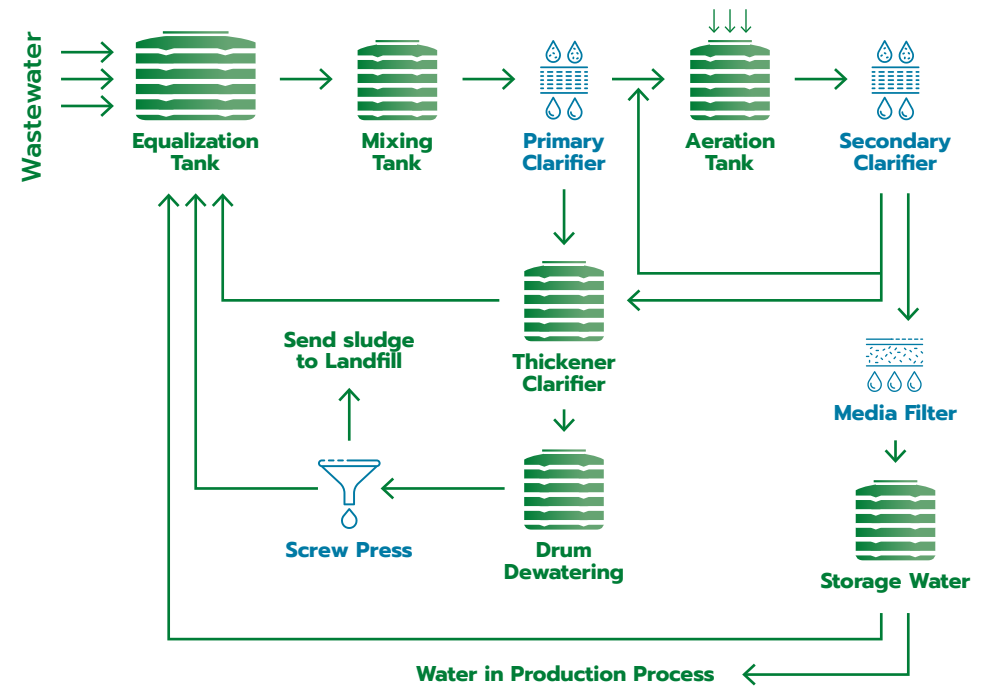
<https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=20>

Assessment

Internal water risks and opportunities assessment are conducted through two key approaches. Production and manufacturing-oriented operations such as TGI, TMG, TBC and RIL water-related risk assessment are conducted in accordance with applicable national and international laws, regulations and standards, such as ISO 14001:2015. On the other hand, other operations such as headquarters and office-oriented operations are assessed by the Group Internal Audits, in compliance with internal standards, which have been developed using ISO 14001 criteria as a foundation.

The Centralized Crisis Management Steering Team (CMST) is accountable to closely monitor all water-related updates from reliable sources such as the Meteorological Department, to update and predict flooding and drought in the areas, to allow BJC sufficient time to develop mitigation measures for each business units accordingly.

BJC Water Treatment Process



Water Preservation Projects: Withdrawal

Consequent to the annual Water Risk Assessment of all own operations, and that of critical tier 1 suppliers through the Aqueduct Water Risk Atlas Data Tools, BJC has continuously remained active beyond industry norms, to identify, implement and monitor water-related performance of implemented initiatives to minimize water withdrawal, consumption and discharge accordingly.

Recycle Water at BJC

As one of the few business units with agricultural operations, water scarcity is a high material risk to Berli Jucker Food Co., Ltd (BJF). Therefore, BJF is committed to conserve and reduce the amount of water utilized throughout the supply chain, including withdrawal, consumption and discharge. This is achieved through a commitment to utilize recycle water throughout the supply chain, primarily during the processing of raw materials, potatoes.



Water utilized during the washing process are filtered through customized filter press system and the drum screen to remove large grit, dirt, and potato starch from the water to be reused to wash potatoes in the peeling and washing process, to remove peeled potatoes skins before frying process. These initiatives enabled BJF to reduce water withdrawal by 16,800 cubic meters per year, this averts water discharge by 13,400 cubic meters per year. Since this initiative was first implemented in 2019, BJF is able to reduce water utilization by 12.2%,

reducing water consumption from 21.4 cubic meters per tons in 2019 to 18.0 cubic meters per tons in 2022.

Farming Water Control by BJF

Following the success of the Recycle water project, BJF have since expanded water reduction initiatives to its farms, during potatoes growing process. Since 2018, BJF calculates the amount of water potatoes required during different growing stages, minimizing the overall amount of water utilized. Since potatoes seedling requires a higher water availability to grow in comparison to older potatoes, BJF have reduced the amount of water availability for older (pre-harvest) potatoes. Apart from minimizing water consumption during farming process, since potatoes have shallow roots and a low tolerance for water stress, lowering the availability of water minimizes the risk of crop rot, optimizing production yields. As a consequence of this initiative, in 2022, BJF reduced a total of 1.34 Million cubic meters from farming process, across 1,989 arces (5032 rai).



Upcycle Water at TGI

Thai Glass Industries PLC (TGI), remains active in its commitment to implement relevant initiatives which contributes to the operation's ability to reduce internal water withdrawal, consumption and discharge, parallel with increasing internal water efficiency. In continuously adapt to the ever-increasing recovery, storage and utilization of treated wastewater throughout the TGI facility. In 2022, following the increased of the on-site wastewater storage tank, in 2021 to hold 150 cubic meters of water, TGI have since continue to utilize this stored water to utilize throughout the facility. All wastewater continues to strictly comply with the Industry Sewage Control Standards for Factories 2017, monitored through bimonthly assessments to ensure compliance, prior to storage for reuse.

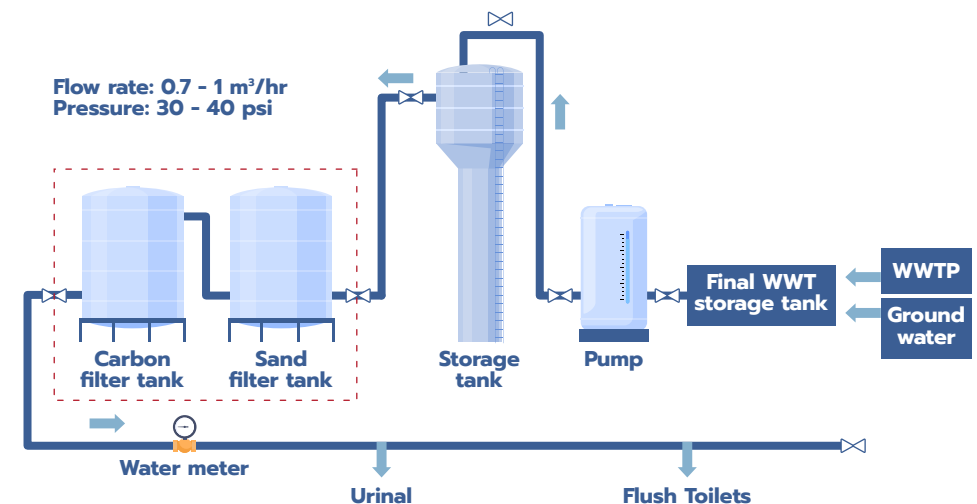
Water Preservation Projects: Consumption

Water Spray by TGI

As TGI continued to implement initiatives to increase the collection and utilization of recycled glass (known as Cullet), the on-site outdoor storage remains affected by strong winds, blowing glass dusts to surrounding communities, whom are in close proximity to TGI's operation. Throughout 2022, the Automated Water Spray remain to be an important tool to

control dusts, by spraying treated wastewater over the cullet, ensuring no negative nuisance to surrounding communities, maintaining long lasting relations. In 2022, the by utilizing treated wastewater for the cullet spray, TGI is able to averted the consumption of 1,243 m³ of water per year, equivalent to a saving of 21,131 baht per year.

Furthermore, in 2022, TGI initiated an addition water conservation project 'BP2-3' to minimize water consumption within male/female bathrooms by enhancing processed reused water through the addition of sand/anthracite and carbon filters, making the reused water clear and odorless, so it does not affect the users, and sanitary ware, when using the treated reused water. In 2022, the initiative reduced a total of 1,920 m³ of water per year, equivalent to a saving of 32,640 baht per year.



Wastewater Treatment at RIL

Similarly, all wastewater from Rubia Industries Ltd. (RIL) operations are treated through on-site wastewater treatment process, in compliance with applicable water discharge laws, prior to discharge to the public. Furthermore, treated wastewater is also utilized along the value chain, as RIL strives to reduce water consumption, utilized at the following stages,



Soap Plant Cooling Tower



Wash floors surrounding facilities



Wet Scrubber System in soap Production



Water on-site Garden and Fields



Wash Filter Plate in water treatment ponds

Water Preservation Projects: Discharge

All wastewater discharged is in compliance with applicable water discharge laws, regulations and standards, such as the Thailand Industrial Effluent Standard. This is fostered as BJC recognize the direct impact poor wastewater discharge poses to surrounding communities and the environment, affecting local ecosystem and living standards.

Complied standards monitor water operation's wastewater treatment processes and procedures, ahead of discharge to ensure 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.

Zero-wastewater

As manufacturer of paper-based product, water is an essential resource for Berli Jucker Cellox Co., Ltd (CPC). For this reason, CPC have longed committed the Bang Plee facility to a 'Zero-wastewater Discharge' since 1988. In 2022, the implemented new technology and engineering approach such as the installed Disc Filter continue to allow CPC to maximize recovery of freshwater whilst minimizing the cumulation of wastewater from operations. The filters are fitted in the on-site water treatment pond, fostering a close-loop water management system. In 2022, the system averted water withdrawal for both Prachinburi and Bang Plee of 903,376 and 251,530 a year, saving an equivalent of 23,898,737 baht, by reusing recovered freshwater throughout both facilities

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 due to its ease of use, and efficiency to treat wastewater. For example, Berli Jucker Logistics Co. Ltd. (BJL) wastewater is treated prior to discharged/reuse, treated through 4 treatment ponds housed at the CDC, utilizing the aeration system, closely monitored through the monthly PM to control the water quality. Similarly, Berli Jucker Food (BJF) also utilizes the aeration process, conducted by the industrial settlement.

External Collaborations

BJF Irrigation Dam Construction

In recognition of a sustainable water source requirement to growing potatoes, in 2022, Berli Jucker Food Co., Ltd (BJF) collaborated with the Fai Kwang Subdistrict Municipality Office of Phayao Province to construct an irrigation dam for agriculture purposes. The dam benefits BJF, ensuring a reliable water resource for potatoes farmers within the Fai Kwang subdistrict, a critical growing region for contracted potatoes farmers with the company, in addition to the Fai Kwang communities, across

500 hectares, elevating the development of the community's irrigation systems, providing a stable water source during drought season. Furthermore, the dam also doubles as a spawning pool for local aquaculture, diversifying the community's food source, while also preventing soil erosion.



GHG SCOPE 1, 2, 3

BJC is aware of the repercussion of continued Greenhouse Gas (GHG) emissions, which negatively contributes towards the global issue of climate change and its various aftereffects on the economy, environment and society. For this reason, BJC has integrated the target to reduce the emissions of scope 1 & 2 as a target within the corporatewide 1 + 5 Strategy, to encourage all supply chains to actively identify, implement and monitor relevant initiatives which reduces GHG emissions from BJC's operations.

Overseen by the Sustainable Development Committee (SDC), under the compliance with the corporatewide Environmental Management Policy, BJC is committed to establish short-term and long-term targets and objectives to reduce negative environmental impacts such as greenhouse gas emissions reduction targets and reduction in consumption of non-renewable energy, conventional energy and water. This includes establishing strategies, work plans, and operation procedures to support BJC Group in achieving the targets.

Internal GHG Emissions Training

Preparing for the Net Zero by 2050 commitment, in 2022, BJC conducted a 'Greenhouse Gas Emission training' for all Big C management, in order to elevate their respective knowledge and capabilities to understanding GHG. The training emphasized on understanding and consolidation of Scope 3 emissions, in accordance with the requirements of applicable standards and indices, including sources of scope 3 emissions, importance of scope 3 data collection and identification of appropriate management approach.

Carbon Neutral Award

Following Big C's participation in the Carbon Footprint Assessment Program by the Thailand Greenhouse Gas Management Organization (TGO) in 2021, which had the objective to increase the awareness of carbon offsets to participants, increasing public, private and industrial sector's responsibility towards society, and to drive demand for carbon credit from voluntary GHG emissions reduction programs to drive carbon market in Thailand. In 2022 the assessment was conducted at the Big C Supercenter Public company Limited (Pathum Thani), which found that that the branch currently emits a total 2,200 tons CO₂e per year, which can be offsets through carbon offset and carbon neutral initiatives.

ENERGY MANAGEMENT

Key Performance 2022

Key Indicators	Performance
Total 2022 Energy Consumption	2,874,570 Mwh
Total 2022 Renewable Energy Consumption	57,925 Mwh
Percent of 2022 Renewable Energy Consumption (Compared to 2021)	+ 10%

Energy Strategy

Through BJC's acknowledgement to the importance of a balance and functioning environment, energy management remains to be a significant and influential topic for BJC, through the recognition of the role energy has on business operations, representing a large and important indicator of a business's operating costs, and an important determinant to a business's Greenhouse gas emissions (GHG) and therefore sustainability. BJC remains mindful of the actual and potential, negative and positive impacts energy has on the economy, environment, and people, including impacts on their human rights access to energy, used in their daily lives. Should BJC lack an appropriate energy management, negative consequences maybe presented



- 7.2 Increase substantially the share of renewable energy in the global energy mix
- 7.3 Double the global rate of improvement in energy efficiency
- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- 13.2 Integrate climate change measures into national policies, strategies, and planning

in the form of increased operational expenses such as energy, limited access to a reliable energy source and sudden increase in risk legal violations. On the other hand, a well-managed energy management will result in lowered operational expenses, and reduced environmental impacts and GHG emissions, contributing to the overall improvement of the global environment. BJC acknowledges its negative contribution towards the issue of energy management through both its operations, utilizing and consuming energy from the grid, which is mostly generated from fossil fuels, and business relationships, through respective operations. As such, BJC continues to actively identify applicable

initiatives to improve energy throughout the value chain, and transition towards renewable energy, reducing GHG emissions from fossil fuels.

Energy Management

To avert the disastrous effects of climate change, which GHG emissions is a key contributor, the appointed Sustainable Development Committee (SDC), which is responsible to oversee all the group's climate-related strategies is also responsible to govern all energy management related initiatives, ensuring that all identified and implemented energy initiatives contribute to the BJC corporate wide 1 + 5 strategy, in addition to contributing towards the Thailand Alternative Energy Development Plan 2018-2037, enabling BJC to advance towards its Net zero by 2050 target. Through the year, guided by the corporatwide **Environmental Management Policy**, BJC continues to identify, develop, and implement energy management initiatives throughout the supply chain, for both upstream and downstream operations, effectively minimizing GHG emissions at each stage of the supply chains, which is a primary contribution towards climate change. The policy guideline includes considerations for the consumption, utilization, and discharge of all natural resources.

Environmental Management Policy

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=25>



Energy Management Initiatives

Raw Material Sourcing

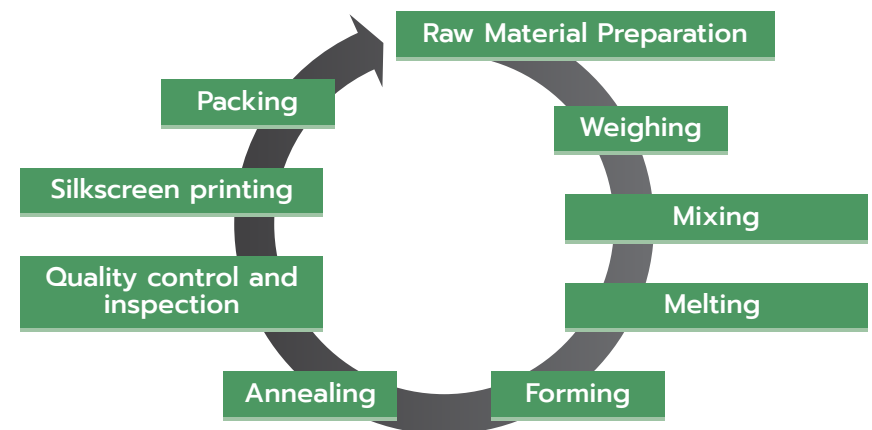
BJC remains committed to seek, broaden, and enforce applicable initiatives that minimize GHG emissions from upstream processes of the supply chain, enabling BJC to integrate sustainability considerations from the beginning of its processes.

New Pellet Batch Project by TGI and TMG

The glass manufacturing process is highly energy-intensive, and it is a significant source of greenhouse gas emissions for Thai Glass Industries PCL (TGI) and Thai Malaya Glass Ltd (TMG). To address this problem, both companies have implemented the 'Pellet batch project' since 2017. This project aims to reduce energy intensity by replacing critical raw materials used in glass production, such as silica sand and other unprocessed ingredients, with processed compressed raw material pellets. These pellets have a lower melting point than their unprocessed counterparts, resulting in lower energy intensity and greenhouse gas emissions. The project has been experimentally proven in both a world-class laboratory and in production to reduce melting temperature by 4.98% without any melting issues. In 2022, a second version prototype of the pellet forming machine was developed to address a technical problem, which was machine wear due to high abrasion between materials.

“C3leng” Application

To accommodate for the continuously increasing utilization of recycled raw materials, Thai Glass Industries (TGI), and Thai Malaya Glass, Ltd (TMG) employs the use of “C3leng” application to increase collection of recycled glass. The C-Saleng is a real-time, and automated online system which enabled BJC to directly communicate with surrounding recycle material collectors or ‘Saleng’ to collect glass scraps from surrounding areas to sell to TGI and TMG to process into new high quality glass bottles. Through increased utilization of recycled glass as raw materials, BJC is able to significantly reduce its energy intensity, since recycled glass has a lower melting point and therefore lower heating point to raw silica sands. In 2022, both TGI and TMG collected and utilized a total of 600,411 tonnes of recycled glass materials, equivalent to 55% of all raw materials used in all production. The project also reduced a total of 196 tonnes carbon, compared to unprocessed raw materials.



Upstream Solar Rooftop

In safeguarding the availability, accessibility and quality of key raw materials used in the production of its core products, Berli Jucker Food Ltd. (BJF) stores potato in cold storages in its Chiang Rai Warehouse. However, this results in an increase energy consumption to maintain the cold storage, increasing overall GHG emissions. To mitigate this, in 2022 BJF installed solar rooftop at the Chiang Rai warehouse, capable of generating 257,000 KW per year, accounting for 26% of all electric consumption requirement. BJC complies and integrates the Environmental Management Policy through its BJC review of operations with high energy consumption and set up action plans in order to promote the use of renewable energy such as solar power to reduce electricity consumption from other non-renewable sources. This allowed BJF to reduce a total of 131 tons of CO₂e per year, compared to the 496 CO₂e emitted per year prior to the installation.

Manufacturing Process

Consequent to the large energy consumption and intensity requirement, the manufacturing process remains to be a large source of internal combustion and therefore is one of the largest sources of GHG emissions within the BJC value chain. This supports BJC's prioritization to continue its thorough identification and assessment of improvement opportunities to

reduce GHG emissions, and contribute towards the corporate-wide target to be Net Zero by 2050, which is enforced through the corporate-wide key performance indicators (KPI) for all manufacturing-oriented operations to reduce scope 1 and 2 emissions per ton of productions.

To assess the manufacturing energy intensity, BJC utilizes the centralized Environmental, Health and Safety (EHS) data collection template to consolidates all business unit's material use, energy, water, emissions, and waste consumptions, utilization, and generation for the reporting year, in a centralized format. Collected data is utilizes to develop and implement applicable initiatives throughout the value chain. Furthermore, the analysis utilizes the collected data beyond reduction initiatives, but also for comparison with peers, enabling BJC to explore and identify new initiatives to reduce natural resource consumption and increase resource utilization efficiency.

Carbon Emission Controls & Energy Saving Initiatives

To monitor and evaluate the quality of emitted emissions from operations, BJC closely monitors all air quality emitted from on-site chimneys. This was applied at Berli Jucker Cellox Co., Ltd (CPC), where the air quality is assessed in accordance with air quality guideline 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. In 2023,

the assessment has been implemented at all operations with on-site chimneys and found that the emitted air quality is within the requirements of the law.

Process Improvement & Environmental-Friendly Alternatives

Emission reduction throughout all manufacturing processes remains to be an important ambition for BJC, as such process improvements, rechecking and replacing old, outdated, and damaged equipment's with improved parts, in addition to identifying applicable environmentally friendly chemical alternatives remains to be an effective, efficient and cost-effective approach BJC has utilized.

Energy Efficiency Initiatives

BJF initiated a new initiative over 2022, which adjusts the output of air compressors throughout its production line resulted in a 10% reduction of energy consumption, saving a total of 81 tons of CO₂e per year. This resulted in a reduction of NG by 2,768 MMBtu per year or 5% of total NG consumed.

Automated Storage and Retrieval System (ASRS)

Implemented since 2021, the Automated Storage and Retrieval system (ASRS) allowed CPC to significantly reduced the manpower, increase 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.

Eco-Friendly Fixtures and Equipment's



New Boiler at RIL

Following an analysis by RIL, it found that all three facilities are underutilizing its boilers capability, and therefore consumes excess LPG to operates. As such, RIL replaced the old boiler with 2 new boiler unit to match the actual operating requirement. This reduces the consumption of LPG by 8.28% per year, saving a total of 1.17 million baht per year.

Transportation and Logistics



Following the evaluation of the feasibility to transition from diesel trucks to Electric Vehicles (EV), BJC collaborated with DHL to initiate the project. Compliance to the continued transition to achieve the corporatewide target to be Net Zero

carbon emission by 2050, BJC increased prioritization of green operations, transportation, and logistics. In 2022, BJC launched the deployment of its first 100% Electric Vehicle Trucks (EV Trucks) in the transportation and distribution of products from Big C distribution center to Big C branches across Bangkok, with the aim to continuously increase the number of EV Trucks in operations to more stores located throughout South East Asia, allowing BJC to significantly reduce GHG emissions from transportation and logistical services. Furthermore, these EV Trucks are controlled by the DHL Connected Control Tower, and are equipped with the latest logistics technology, developed by DHL including Paragon route Optimization system, Transport Management system, Telematics and MySupplychain 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 is an addition to 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 40 tons CO₂e per vehicle per year, when compared with two fossil fueled trucks, used in the past.

EV at TBC

To further improved its internal GHG emissions, TBC, in collaboration with Thai Beverage Logistics (TBL), has begun evaluation and assessment of EV truck applicability to its operations. Implementation and results are expected to be available next year.

Store Operations

Solar Roof Power Purchase Agreement (PPA) Project

As one of BJC's flagship projects which contributes towards the corporate-wide net zero target, the "Big C Solar Roof Power Purchase Agreement (PPA) Project" remains to be one of the most important energy efficiency projects implemented at BJC. Throughout phase 1 - 4 of the project, BJC plans to install solar rooftop across 45 Big C branch, which can generate a total of 52,343 MWh per year, equivalent to a total savings of 58.95 million baht per year, reducing GHG by 31,333 tonnes per year. In 2022, the project moves into phase 5 - 6 (2022-2024), which aims to install solar rooftop across an addition 43 Big C branches, which are expected to save a total of 197.35 million baht per year, in addition to reducing a total of 33,626 tonnes GHG emission per year.

Stakeholder Expectation and Collaboration

Customers

BJC actively engages with relevant stakeholders for each material topic to efficiently Enhance the identification, development, and implementation of initiatives to minimize environmental implications. This is evident for energy management, which has longed been one of BJC's top priorities, as it significantly influences operational expenses. In 2022, to engage with relevant stakeholders regarding energy management, BJC included questions about energy within the survey conducted during the Sustainability Expo 2022. The questionnaire assesses the expectations of stakeholders towards BJC's sustainable development, which are integrated into future strategic development. The result demonstrates that stakeholders wish for BJC to,

- Build addition environmentally friendly product lines (eco-friendly packaging or eco-friendly products)
- Utilize EVs in product distributions and deliveries
- Utilize clean energy sources such as Solar, Wind, Geothermal and Hydro

Government Entity

In order to contribute towards the committed National,

Determine Contribution (NDC), government agencies such as the Ministry of Energy and the Electricity Generating Authority of Thailand, regularly engage with stakeholders through various channels, such as research to identify their interests, concerns, and opinions regarding energy management. The research found that, Thailand must take steps to bolster its energy security in order to support economic growth while developing energy in a way that is environmentally sustainable at the local level. To address this pressing need, BJC has partnered with various government agencies on several initiatives, the most notable of which in 2022 are described below:

Firstly, the Automatic Condenser Tube Cleaning Project was implemented to install equipment that would clean the heat exchanger pipes in the air conditioning systems of 174 Big C stores. By reducing greenhouse gas emissions associated with scope 2 by 33,974 TonCo2eq, this project has played a crucial role in advancing BJC's sustainability goals.

Secondly, the Variable Speed Drive and Variable Frequency Drive Project was designed to install devices that would decrease the cycle of the motor of the pump in the air conditioning systems of 29 Big C stores. This initiative has also contributed significantly to BJC's commitment to sustainability, resulting in a reduction of greenhouse gas emissions associated with scope 2 by 2,237 TonCo2eq.



Business Partners

As electric vehicles (EVs) continue to gain popularity in Thailand, the need for EV charging stations is growing rapidly. With more consumers looking to switch to EVs to reduce their carbon footprint and save on fuel costs, the demand for convenient and accessible charging infrastructure is increasing. To meet this need, the Thai government has set a target of having 1.2 million EVs on the road by 2036 and is actively promoting the development of EV charging stations across the country.

Recognizing the growing need for EV charging infrastructure in Thailand, BJC has taken a proactive approach to address this demand. In collaboration with PTT Oil and Retail Business Public Company Limited, BJC announced plans to install EV charging stations at 50 Big C stores across the country in 2022. This move not only meets the consumer need for convenient and accessible charging infrastructure but also aligns with the Thai government's efforts to promote sustainable transportation.

SUSTAINABLE PACKAGING

GRI 3-3, 301-1, 301-2, 301-3

Key Performance 2022

Key Indicators	Performance
Recycled glass collected and used as material	712,522 tonnes
Recycled aluminum can collected and used as material	2,314 tonnes
Paper-based waste recycled and used as material	3,901 tonnes

Sustainable Packaging

Subsequent to the economic recovery after the global COVID-19 pandemic, the modern market environment and customers continued to evolved, demanding greater convenience from the comforts of their homes, giving rise to a greater surge in e-commerce than predicted, while prioritizing health, safety and hygiene, which unfortunately translates into an outpour of waste, from the increased utilization of packaging and food loss & waste, retaining the issue's position as an important and highly discussed topics amongst all of BJC's stakeholders, as BJC maintains its endeavor to positively support the sustainable development of the nation. According to research by the Thailand Environment Institute, in contrast to



- 8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmed on Sustainable Consumption and Production, with developed countries taking the lead
- 12.2 Achieve the sustainable management and efficient use of natural resources
- 12.3 Halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.
- 12.5 Substantially reduce waste generation through prevention, reduction, recycling, and reuse

the increased generation of waste and packaging waste, Bangkok's recycling capacity declined over the same period from around 27% to 19%, emphasizing the continued need to an effective sustainable packaging management. BJC grasps the importance to the need for sustainable packaging and waste management, recognizing the actual and potential, negative, and positive impacts the issue presents on the

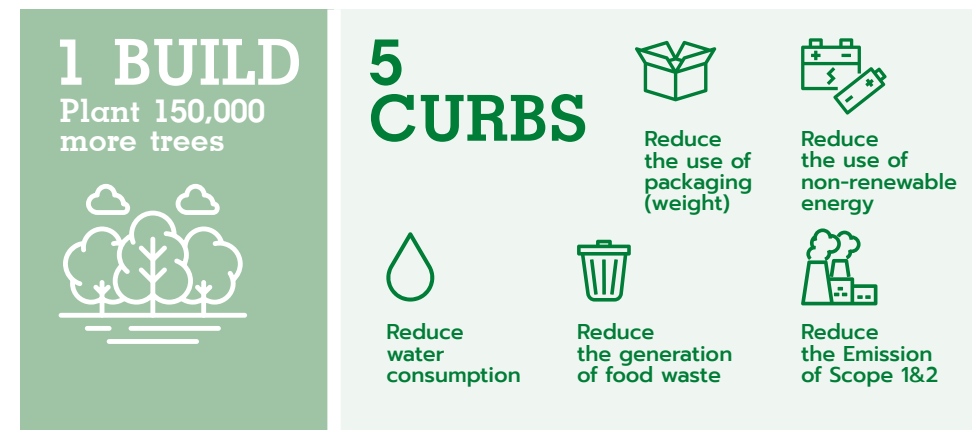
economy, environment, and people, including on their human rights to clean environment, and right to adequate food. Impacts from poor sustainable packaging management may include an increase in generation of wastes, packaging waste, and food loss & waste, infringing surrounding community's standard of living, increased waste management expenses, risking legal violations, block local water ways, presenting hazard to local biodiversity's, and negative contribution towards global GHG emissions from food waste in landfills, which accounts for 6% of global GHG emissions.

A consequence of BJC's operations within the consumer and modern retail industry it is directly and indirectly involved and negative contribution towards the issue of waste, packaging waste and food loss & waste, through both own operations and relationship with business partners. This derived from BJC's utilization of packaging such as plastics to protect products, throughout the value chain, prior to customer purchase, to safeguard product's quality and safety, while food loss & waste are generated through BJC's enforcement of strict product quality controls and specifications throughout the supply chain to sourced and provide consumers with high quality products to meet their daily needs.

Sustainable Packaging Management

To adequately manage all types of waste throughout the supply chain, from upstream to downstream, including post-consumption, BJC remains active over 2022 in identifying, developing, and implementing projects that aim to efficiently manage packaging wastes. All implemented projects are developed with the aim to contribute towards the following corporate-wide, national, and international requirements.

1. The 1 + 5 strategy, aiming to reduce the generation of food waste, and use of packaging (weight)



2. The Thailand 4.0 policy which adopts a Bio-Circular-Green Economy Model, fostering a more sustainable economic development,

3. The Thailand's Roadmap on Plastic Waste Management 2018-2030.

Recognizing the diverse types of wastes generated throughout the various stages on the value chain, in different quantities, and formats, with diverse management requirements procedures for each business units, BJC entrusts the Sustainability and Risk Management Department to develop the corporate wide **Environmental Management Policy**, which are governed by the Safety Health and Environment (SHE) team of each facility to integrate waste management considerations throughout the company. The policy is regularly reviewed and updated annually to ensure that operations remain compliance with criteria of applicable laws, regulations, and standards, such as ISO 14001 and other international best practices. These have since been cascaded through the 7R's principles, designed to proactively address waste in each supply chain. Moreover, each respective supply chain has integrated applicable waste management considerations, including plastic, paper, and food as one of the annual Key Performance Indicator (KPI) for employees to strives towards, further evidencing BJC's prioritization to effective waste management.

- Rethink:
 - about the waste you produce by using alternative products and considering how you can further reduce your environmental footprint.

- Reduce:
 - the amount of waste generated, consuming less and consciously avoiding products with unnecessary packaging.
- Recycle:
 - Materials where possible to process into usable and new materials and products.
- Reuse:
 - Materials more than once in their original form instead of throwing them away after each use.
- Repair:
 - Damage products and services where possible, instead of throwing them away.
- Repurpose:
 - Instead of throwing it away or recycling, to give new use to something for a different purpose than the one for which it was originally intended.
- ROT:
 - Process food scraps, soiled paper, paper towels, and plant debris in organic bins

Waste Management

Striving to closely monitor all forms of waste management within BJC's operations, all waste generations, and its impacts to surrounding communities and environment are monitored by two key groups as follow.

Group Internal Audit Division

The Independent Group Internal Audit Division, appraises all operations that are not certified with the criteria of ISO certifications. Such appraisal safeguard to such operations waste management practices is aligned with the requirements of ISO. Assessments are conducted on head offices, and all office-based operations.

ISO Certified Body Representatives

In contrast, all productions and manufacturing-oriented operations which are already operating in compliance with applicable international standards such as ISO 14001:2015 are appraised annually by representatives of the ISO body, to monitor the accuracy of compliance with criteria requirements. The annual assessment results are reported to all relevant business unit heads and head of operations, to be compared with past performance to identify improvement opportunities, and developed into improvements and changes initiatives as applicable. Should any significant issues be identified, such as

a formal violation of complied laws, legislations and standards or a formal complaint from surrounding communities, the case is presented to the management board and the audit committee (as appropriate) for consideration and process according to the committee's comments. In 2022, BJC did not receive any formal complaints relate to waste management violations.

Waste Management: Upstream

Circular Economy

A part of the Bio-Circular-Green Economic Model (BCG), Circular Economy aims to eliminate waste and pollution by circulating products and materials, enabling the regeneration of natural resources and therefore nature. This is fostered by Berli Jucker Cellox Co., Ltd (CPC), through the collection and recycling of paper-based waste from its production process, to reprocess into recycled paper fiber pulps for new product production. In 2022, CPC collected and recycled over 3901.361 tonnes of paper-based waste.

Similar to CPC, Thai Glass Industries PLC (TGI) and Thai Malaya Glass Co., Ltd (TMG) utilizes the above-mentioned approach for its operations, collecting and recycling broken, damage or bottles which do not meet the specified product specifications of both BJC and customers throughout the value chain, to be reprocesses as recycled glass call 'Cullet' in the

next batch of operations. In 2022, TGI and TMG collected a total of 712,521.78 tonnes of recycled glass.

Zero Waste to Landfill

In committing to the corporatewide vision to be “Your Trusted Partner for a Sustainable Better Living,” BJC continues to cultivate its zero waste to landfill culture, which aims to eliminate all form of waste to landfill by the year 2032. This has been implemented at various sites as follow;

Thai Beverage Can Limited (TBC)

Committing to a zero waste to landfill approach, TBC improved its internal waste management, by replacing direct to landfill approach to utilize co-processing, which reduced a total of 39,000 baht per year of waste management expenses.

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

Both TGI and TMG continue to seek waste reduction opportunities throughout the value chain, developed with an aim to extract the maximum benefit from all types of waste (if possible) prior to disposal in order to minimize operational waste management expenses.

The ‘Waste Water Treatment’ project implemented since 2019, continued to be an important waste management process which utilizes the American Petroleum Institute (API)

cleaning process to clean sludge from on-site water treatment pond to be process into high quality fertilizers, used for on-site herb garden. In 2022, TGI and TMG processed 889 tonnes of sludge. The process was developed and implemented in accordance with strict compliance with applicable laws, regulations, and standards, such as ISO 14001:2015, which aim to eliminate all type of wastes, including food, plastic, and waste water throughout the value chain, identifying new opportunities to utilize waste as new sources of raw materials for operations.

RIL Go Green

Rubia Industries Ltd. (RIL) integrated waste management throughout the supply chain, from both upstream to downstream. The initiated “RIL Go Green” project fosters appropriate waste separation from the start of the supply chain, increasing the accuracy and efficiency of waste to be reused and/or recycle. This is enforced through three key steps, 1. Set KPI to reduce plastics and paper waste, 2. Identify waste type and train employees on appropriate waste separations, and 3. Monitor results. In 2022, RIL reused 24.3 tonnes (34.5%) to landfill (Plastics 1.9 tons, Paper 19.4 tonnes). This includes process improvement such as reducing paper waste from bar soap packaging by improving wrapping process and work procedures.

Eco-friendly Alternatives

Berli Jucker Foods (BJF) reduced the amount of virgin plastics by utilizing recycle plastic which consists of 5% in its plastic bags.

Berli Jucker Logistics (BJL) replaced the use of unsustainable packaging materials such as Styrofoam boxes, foam sheets and plastic bags for ice chips in temperature-controlled drug transportation with reusable recyclable materials such as Cooler boxes, plastic partitions and gel packs.

Type of Packaging	Number Reduced in 2022
Styrofoam Box	5,574 Boxes
Foam Sheets	11,148 Sheets
Ice Chips Plastic Bags	22,296 Bags

Waste Management: Downstream

Waste to Fertilizer

A byproduct of the production process of packaging and food products are wastes which can be processed into high quality fertilizers and soil conditioners. These are achieved through the following processes.

Zero Landfill

Berli Jucker Cellox (CPC) continues to utilizes the 'Zero Landfill from Sludge' approach in collaboration with external experts to manage sludge from on-site water treatment ponds into high quality fertilizers.

Moreover, RIL also shares the Zero Landfill from Sludge commitment and utilizes its lye water, an alkaline solution byproduct from soap production process is processed into fertilizers and soil conditioners, an increase of 752 tonnes (150%) compared to 2021.

Hazardous Waste Management

Over the past year, Thai Beverage Can Co., Ltd (TBC) continued the collaboration with Insee Ecocycle Disposal Process to manage its hazardous waste, generated throughout the production processes, such as light bulbs, oil, paint, contaminated materials, silica gels and resin. The collaboration co-process the forementioned wastes in cement kilns as a supplement fuel in cement production process, utilizing 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.

Waste Management: Post-Consumption

Yag, Lag, Tissue Cellox by CPC

“Yag, Lag, Tissue Cellox” (Separate, Exchange for Cellox Tissue) project by Berli Jucker Cellox Co., Ltd. (CPC) continues to be a positive impact project since 2016, educating communities surrounding both CPC operating locations (Bang Plee and Prachinburi) about appropriate waste separation, with a focus on paper-based wastes, fostering and encouraging communities to exchange paper-based waste for CPC’s tissue products in a ratio of 1 kilograms of reused products for 2 rolls of tissue products valued at 15 baht, minimizing recyclable waste from landfills, paralleled with reducing communities’ financial expenses from purchasing commodities.

Over 2022, both facilities recycled a total of 59,398 kilograms (59.398 tonnes), equivalent to a total of 71,278 baht waste management expenses reduction per year.

Bang Plee
45.79
tonnes

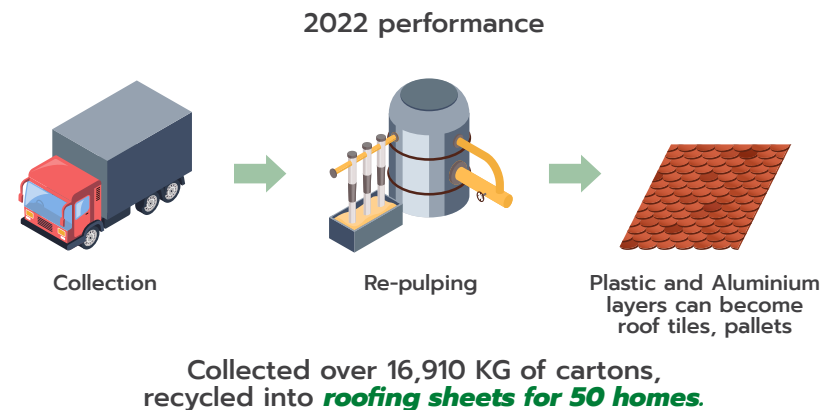


Prachinburi
13.608
tonnes



Green Shelter Project

As one of BJC’s flagship projects, the Green Shelter Project with Tetra Pak and Friends in Need (of “PA”) Volunteer Foundation, Thai Red Cross is a continued collaboration since 2010, collecting beverage cartons to be reused and recycled into corrugated roofing sheets, to be donated to the “Phuen Pung Dai” Princess Pa Foundation (part of the Thai Red Cross Society) to build shelters and homes for victims of natural disasters, across Thailand.



Kradard Pun Ruk

All Big C branches nationwide established donation boxes to collect paper-based waste, such as, A4 papers, booklets, postcards, receipts, and green paper, which will be recycled into paper pulps for tissue production, producing clean, and safe products, manufactured in accordance to international standards. Recycled tissue products are donated to various field hospitals nationwide, used by medical personnel’s and patients alike.

Sustainable Packaging Initiatives

Packaging Commitment

As an operator within the packaging industry through the packaging and modern retail supply chain, BJC is directly involved in the manufacturing, marketing, and selling of products and services, often packaged in a form of packaging made from plastic, wood/paper fiber, metal, glass, or aluminum, protecting the product contents safety and quality prior to consumer's consumption. As a result of the surge in e-commerce over 2022, the increased consumption of products leads to increased generation of packaging waste, negatively impacting society and the environment. Through BJC's commitment towards the established 1 + 5 strategy, BJC maintain its devotion to minimize the generation of packaging waste throughout the value chain, through the following initiatives.

Programs to Increase the Use of Reusable Packaging

First Implemented in October 2021 at the Big C Hypermarket (Mega Bangna), the 'Hygiene Refill Station Store' is a collaboration between Big C and IP One Trading Ltd. The initiative aims to increase the use of reusable packaging fostering and contributing toward the nation's transition to a circular economy by encouraging consumers to refill their used Hygiene fabric softener bottles in store, instead of buying new bottles. Doing so reduces the use of single use plastics, as plastic bottles are reused by consumers. In 2022, following the success of the

refill station at the Big C Hypermarket (Mega Bangna), BJC has since expanded the refill station to a total of 13 stations across 9 stores including, Saphan Kwai, Petchkasem, Rangsit 1, On Nut, Rama 4, Tiwanon, Bang Yai, Ladprao 2, and Big C Mega Bangna. This resulted in an increase of 4,653 new customers, a 137% increase from FY2021, with the one refill station. The refill stations generate an average of 6,851 baht per day, contributing to 0.006% of total Dry Food Products Category, and a 1.92% increase of Fabric Softener Group for the BJC Big C Group. The initiative also reduced the creation and utilization of 7,000 new plastic bottles per year, which translates to 4,000 CO2e per year.



The **'Refill Box'** by CPC was first initiated in 2021, is designed to be a sustainable alternative to the traditional tissue box, where customers dispose the whole box after used. Instead, the refill box is refillable through the removable sides, without the need to dispose the paper box, increasing the use of reusable packaging and therefore minimizing paper waste and costs for customers. In 2022 the refill box is available in two forms,



**Cellox Sweet Fancy
Facial Tissue**



**Cellox Rosy
Facial Tissue**

The Refill box generated a total of 12-million-baht in 2022, accounting for 1.64% of all sales, a 12 million increase from previous years. CPC and Marketing department promotes the campaign by continuously developing new box designs, which demonstrates the instruction to of use to customers. The next product will mainly be designed to response to customers interests.

Programs to Increase the Use of Recyclable Packaging



Following its success in 2021, the **'Brown Box'** project remained to be utilized throughout Big C. The Brown Box are used in place of traditional 'White Box' packaging, which utilizes white paper and are often covered with printed, and/or screened with product labelling and advertisements, using non-ecofriendly ink and chemicals. By

replacing traditional box packaging with brown box corrugated cartons for furniture products, BJC is able to reduce packaging expenses, since brown boxes are not screened with labels, and therefore are easier to be fully recycled than packaging used in the past.

Programs to Phase Out Single-use Plastic Packaging

Following Big C's announcement to stop giving out single-use plastic bags from January 1, 2022, the **'Goodbye Plastic Bag'** project is utilized with the aim to transition the Thai consumers behavior away from single-used plastics and instead encourage consumer to bring their own reusable bags from home, fostering a more sustainable economy. Consumers without a reusable bag can,

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



Bio-Plastic

On September 15, 2022, representatives of BJC Group participated in the "Bio-Plastic: A Green Alternative to Plastic" event, and signed a commitment to support the development and utilization of bioplastic developed from cassava, with the Department of Foreign trade, and the Ministry of Commerce.

Programs to Increase the Use of Recycled Materials as Packaging Solutions

Close-Loop Production Process

As BJC continue to embrace sustainability throughout the supply chains, it continuously integrates the approach of circular economy throughout all operations, which have since been developed into the 'Close-Loop' supply chain adopted by Thai Glass Industries PCL (TGI), Thai Malaya Glass., Ltd (TMG), and Thai Beverage Can Ltd (TBC). The close-loop manufacturing approach aims to increase the utilization and ratio of recyclable raw materials into production processes as materials, reducing the use of unprocessed raw materials. To further promote the use of recycled aluminum cans and glass bottles, TBC and BJC Glass also communicate and share knowledge to the public via well-known broadcasting channels. See <http://youtu.be/GJhRYA mr9RM>.



For BJC, Thai Beverage Can Limited (TBC) is especially predominant in the integration of close-loop manufacturing approach, implemented under the **“Transparency of Aluminum Can Closed-Loop Recycling”** project, aims to support and foster a comprehensive recycling system, emphasizing on aluminum cans in Thailand, and is a model for reusing aluminum wastes, achieved with the Can to Can approach, which recycles waste into new cans increasing the efficiency of can collection and sorting to improve the quality of used aluminum cans.

Beyond this, the project is in alignment with the Memorandum of Cooperation (MOU) to promote the production of recyclable beverage packaging, developed in accordance with the Extended Producer Responsibility (EPR) which holds manufacturers accountable for the consideration of environmental impacts throughout the packaging, from the design, distribution, take-back, collection and reuse stages, contributing to the Bio Economy Circular Economy Green Economy: BCG Model. Today, TBC’s cans have 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 tonnes aluminum cans collected nationwide in 2022.



Following the success and sustainability of the ‘close-loop aluminum cans’ initiative in past years, in 2022, Thai Beverage Cans Limited (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.

See <https://thaibeveragecan.com/aluminium-bottle/> for more information.



Bag for Life

As a collaboration between Big C and the King Corporation Group Co., Ltd., the **“Bag for Life”** initiative continued to be utilized to increase the use of recycled materials as a packaging solution throughout 2022. The Bag of Life plastic bags are produced from 80% recycle plastic pellets, with a thickness of 80 micros, strengthening the bag for reuse and recycle. The bags are available for sale at Big C at 3.5 baht for medium-size bags, and 5 baht for large-size bags. Since 2021, the initiative has saved over 10 million single-use plastic bags.



Programs to Ensure that Recyclable Packaging is Actually Recycled

Circular Glass

As the global economy continue to seek sustainable packaging solutions, glass packaging is often the center of attention, due to its infinite recyclability, reusability and refill ability. Furthermore, its inert nature with no synthetic chemicals makes it an ideal packaging for food, drinks and medicines products, makes it a popular choice. To accommodate for the increase popularity of glass packaging, TGI and TMG continue to utilize “C3leng” application to increase the collection of recycled glass, allowing for more glass scraps to be collected form surrounding areas to use as raw materials for new glass bottles, minimizing operational energy expenses and waste within surrounding communities. In 2022, both TGI and TMG collected a total of 600,411 tonnes of recycled glass materials, equivalent to 55% of all raw materials used in all glass production.

The **Recycle with Biggy’s** project aims to ensure that recyclable packaging is actually recycled at BJC Big C. This is achieved through establishment of collection points to collect various recyclable packaging’s including aluminum cans and PET Plastic bottles. Collected packaging are recycled into new bottles and various personal protective equipment’s (PPE), which are donated to medical personal and field hospitals. In 2022, the project collected 117.3 kg of aluminum cans and

2,046 kg of PET plastic bottles, accounting for 1,070.6 kg, and 2,119,1 kg of carbon dioxide respectively.

Allocation of R&D resources to sustainable packaging and alternative solutions.

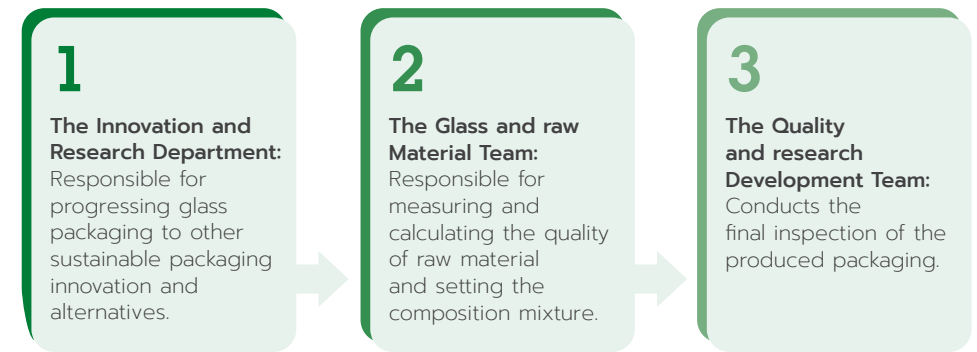
Existing activities and processes are regularly monitored to identify a baseline of BJC's packaging footprint, enabling the company to develop appropriate targets and achievements against both short and long-term goals including,

- Reduce packaging waste by switching to recyclable and reusable plastics or items
- Supervises and educates applicable stakeholders by engaging with employees and stakeholders in eco-friendly packaging to foster sustainability

To foster this commitment and goals, contribution from the centralized Research and Development (R&D) Department of each facility is essential to actively develop new packaging solution for new products developed, identify, and monitor packaging trends and lead packaging improvement initiatives to minimize operational expenses and negative environmental implications.

Despite the new market environment and consumer behavior, packaging remains to be an important indicator customers use to determine the product quality and safety, directly influencing their decision making. As such, BJC continues to seek new and improved packaging solutions which are

developed with sustainability considerations, utilizing less environmentally harmful raw materials, lighter in weight, and are more recyclable in nature. There are criteria's which continued to be demanded by consumers, and thus remain to be an integral part of the R&D process throughout the year.



Results of the R&D have continuously been integrated throughout applicable operations. An example is Rubia Industries Ltd. (RIL), where it developed five initiatives to minimize the consumption of plastics such as reduced portion size, utilize plastic alternatives, recycle post-consumer plastics for Parrot Hyaluron group, offer refill bottle with every purchase and change the use of PVC plastics to POF for shrink films has resulted in a saving of 86.6 tonnes of HDPE plastics in 2022, in addition to 5 tonnes of PVC.



Food Loss & Waste

Food Loss & Waste Commitment

Through BJC's operations within the consumer and modern retail industry, the issue of food loss & waste has always been an important topic in which BJC strives to efficiently manage, as BJC recognizes that food loss & waste is a global contributor to GHG emissions, and world hunger. Paralleled with the increased prioritization of food loss & waste by customers within the new market environment, BJC continues to maintain its endeavor to reduce food loss & waste, evident from its integration into the 1+5 strategy. To achieve the objectives set within the 1+5 strategy, the centralized Sustainability and Risk Management Department continues to utilize the corporate-wide BJC Food Loss and Food Waste Management Policy to actively identify, develop and implement appropriate programs to manage food loss and waste throughout the value chain.

Food Loss and Food Waste Management Policy:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=26>

Food Loss & Waste Impact

Food Loss & Waste	Units	2019	2020	2021	2022
a) Total weight of all food loss & waste	Metric tonnes	18,610	13,268	21,226	30,713
b) Total weight of food loss & waste volumes used for alternative purposes	Metric tonnes	1,992	2,020	2,102	2,705
c) Total discarded (a-b)	Metric tonnes	16,618	11,248	19,124	28,008
d) Food loss & waste intensity	Numerical	0.19	0.14	0.25	0.19
e) Coverage	Numerical	87.69	87.58	89.98	91.37

Employee Training

To foster sustainable culture within BJC's operations, which includes encouragement for relevant employees to minimize food loss and waste, BJC conducts training for applicable employees, which operates within the food related operations such as:

- **BJF:** educates employees on appropriate waste separation by types, including organic waste, and food waste in canteen
- **CPC:** educates employees regarding waste management, including food waste for all new employees
- **TBC:** Educates employees to appropriate food waste separation from canteens, which are sold as animal feed to local farmers.

Food Waste Management Initiatives

Programs aimed at using food loss & waste for alternative uses

Thai SOS (Scholars of Sustenance Foundation)

Throughout 2022, BJC continued to collaborate with the Scholars of Sustenance Foundation (Thai SOS), to donate unsold surplus food products for needed communities, schools, hospitals, and other public organizations nationwide. In 2022, BJC donated a total of 33,485 kg of food waste from 21 Big C branches, diverting 84,717 kg CO2 emissions.



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.

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.



Food Waste to Fertilizer

BJC employs the use of two food waste processing machines in its on-site canteen to process food waste. The machine can process a total of 3 kg of food waste per month each, totaling 6 kg per month. The soil supplement is used in the garden throughout and surrounding the head office.

Following the success of the first two food waste processing machine, in 2022, BJC invested in two additional food waste processing machines, housed at the newly opened Rooftop Organic Farm. The two new machines are capable of processing 60 kg of waste each, totaling 120 kg of food loss and waste per month. The soil supplement is utilized for the rooftop organic farm, promoting a circular business model.



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

Rooftop Organic Farm



Following the collaborations with specialized external parties in the previous year to identify the most appropriate initiative, which manages BJC's food loss and waste, in 2022 BJC initiated the **'Rooftop Organic Farm'**, a pilot initiative with the aim to utilize food loss and waste generated internally to be processed into soil supplement for the on-site rooftop farm, promoting a 'Circular Urban Farming Approach'. The farm utilizes the business model from Bangkok Rooftop Farming, a local

agriculture business to convert food loss and waste to soil supplements, used to grow vegetables. The farm has a total of 24 patch, covering 200 square meter space and is attended by a total of 144 employee volunteers and aims to grow a total of 150kg vegetables weekly, half of which will be given to employee volunteers, and the remaining will be sold to other employees at a friendly price.



The Bangkok Metropolitan Administration's (BMA) Waste Separation Project

In 2022, the Bangkok Metropolitan Administration (BMA) launched a campaign aimed at separating food waste from other garbage. In addition to introducing new garbage trucks with extra compartments specifically designed to carry food wastes. The project was implemented as a pilot phase in three Bangkok districts, with plans to expand across 47 other districts in 2023 and ultimately all 50 districts.

According to BMA's data, Bangkok produced a staggering 8,000 tons of waste daily, over half of which are food waste, typically discarded with other waste. By separating these two categories of waste, waste management at the destination would become more efficient, with some of it being converted into fertilizer and the rest being recycled or turned into refuse derived fuel (RDF).

During this initial phase of the project, BJC offered its support by having two of its Big C branches in Bangkok, namely Big C Rama 4 and Big C Ramintra, participated in the project. The company planned to have more of its branches participate as the project expands next year.



How to ทิ้ง

ถ้าเริ่มแยกขยะวันนี้ จะแยกอย่างไร?

ขยะทั่วไป
ขยะแห้ง เศษผ้า เศษกระดาษ

ขยะสด
เศษอาหาร

ขยะที่มีลักษณะพิเศษ 4 ประเภท

- ขยะรีไซเคิล**
กล่อง กระดาษ ขวดพลาสติก กระป๋อง ขวดแก้ว
- ขยะอันตราย**
หลอดไฟ แบตเตอรี่ ยา กระจก สารเคมี เครื่องใช้ไฟฟ้า และ เครื่องสำอางหมดอายุ
- ขยะติดเชื้อ**
หน้ากากอนามัย ชุดตรวจ ATK
- ขยะชิ้นใหญ่**
เครื่องใช้ไฟฟ้า โต๊ะ เก้าอี้ ตู้เย็น พัดลม

ขอบคุณที่ช่วยกันแยกขยะ
กทม. สัญญาว่าจะไม่เทรวมครับ!

* 3 เขตเริ่มต้นทดลองใช้ เขตปทุมธานี, เขตปทุมวัน และ เขตหนองแขม

SOCIAL



EMPLOYEE MANAGEMENT

GRI 3-3, 401-1, 401-2, 401-3, 402-1, 404-1, 404-2, 404-3

Key Performance 2022

Key Indicators	2021	2022	Target 2022
Employee with Career Development Plan	100%	100%	100%
Number of Occupational Fatalities	0	0	0
Lost Time Injury Frequency Rate – Employees	1.98	1.79	1.93
Lost Time Injury Frequency Rate – Contractors	0.57	0.55	0.55

Employee Management Strategy

Employee management is a critical aspect of any business, with the potential to impact the economy, environment, and people in various ways. Poor employee management practices, such as worker exploitation, low wages, poor working conditions, forced labor, child labor, and discrimination, can lead to significant negative impacts on workers and their families. These practices can also harm a company's reputation and result in legal and financial consequences. On the other hand, responsible employee management can have positive impacts on the economy, environment, and people. When businesses prioritize



- 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.
- 4.7 Ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development
- 8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- 8.8 Protect labor rights and promote safe and secure working environments for all workers.
- 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

employee well-being and development, they can enhance their reputation among customers, investors, and other stakeholders. Additionally, investing in employee training and development

can improve customer service and satisfaction, leading to increased loyalty and repeat business. When employees feel supported and valued, they are more likely to be engaged and motivated, leading to better performance and outcomes.

BJC realizes that it is essential to recognize that the impact of employee management practices extends beyond the business itself. Poor practices can lead to violations of human rights, such as the right to work in safe and healthy conditions, the right to a living wage, and the right to be free from discrimination. By prioritizing responsible employee management, the company can ensure that it is not contributing to human rights abuses and is making a positive impact on the communities in which it operates.

Since COVID-19 vaccines were beginning to be distributed last year, it was anticipated that everything would soon return to normal and many corporate executives believed that everyone would be back at work in a few months. However, 2022 was more volatile than expected, with the new COVID variants continued to emerge and caused hybrid work to be more significant. There were also global concerns about longer-term technological transformation, continued diversity and inclusion journeys, and ongoing political disruption and uncertainty.

BJC promptly navigated and adapted to the forthcoming workforce management trends and beyond, to assure the sustainable success and competitive edge such as hybrid workforce, continued flexible working hours, improved employees' wellness, employee experience, employee engagement, and workplace diversity and inclusion.

1. Human Capital Development

Investing in human capital development can benefit both employees and BJC in many ways. For employees, it can lead to better job performance, higher job satisfaction, and increased career prospects. By improving their skills and knowledge, employees become more productive and efficient in their work, leading to better quality work and improved customer satisfaction. This, in turn, can lead to increased job security and higher earnings potential. For BJC, investing in human capital development can lead to reduced employee turnover, lower absenteeism rates, and increased employee engagement. Additionally, by investing in the development of its employees, BJC can position itself as an employer of choice, attracting top talent and improving its reputation in the marketplace. Having skilled and knowledgeable employees is widely known to attract customers and ultimately increase revenue and profitability for a company.

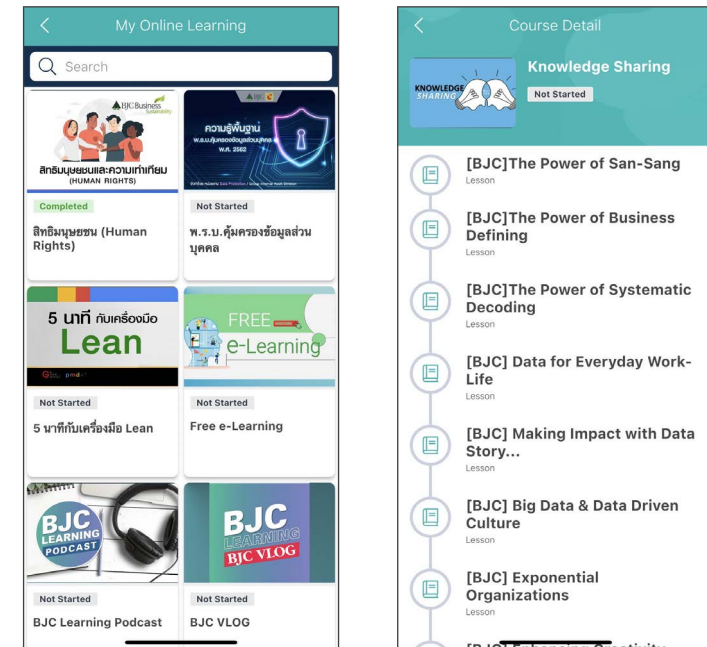
Employee Development Approach

In 2022, through the Learning & Development Activity Roadmap, BJC continued to focus on the right learning opportunities, curating employees at the right depth, at the right time in the employee journey with work learning methods and enabling all employees to have equal opportunity to participate in the training programs. Moreover, in order to drive their growth forward and beyond, the company allowed employees to have freedom of choice to participate in many training programs upon their preference, which were available both offline and online.

Blended Learning Approach

Since the beginning of COVID-19 pandemic, BJC adapted to the situation and initiated blended learning approach, where employees could choose to participate in various training program in many training formats. In 2022, the company continued to carry out this approach, providing the employees with personalized training programs in classroom/workshop format, as well as e-learning format where they could participate in training programs simply via HR mobile application. The e-learning format continued to generate more engaging and dynamic learning environments, as evidenced by 116,677 views from employees in 2022 who accessed training programs

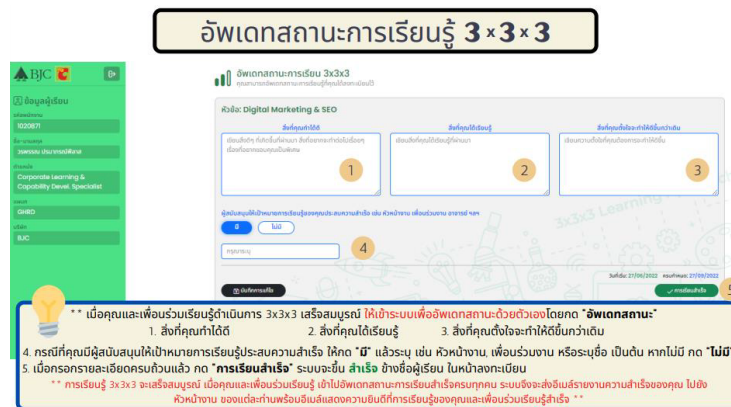
offered on the mobile application, which was 32% increase from 2021.



3X3X3 Learning Approach

In 2022 BJC applied 3×3×3 Learning Approach into its Learning & Development Activity Roadmap, aiming to create “learning community” and “life-long learning mindset” at the workplace. For this approach, the company encouraged its employees to define 3 development goals, over a 3-month period, engaging 3 other people to support each employee in

those goals and hold the employee accountable. Going beyond the conservative system, BJC had developed an internal online system for the employees to register, receive results and evaluation. The system also automatically informed the direct supervisor of the employee once each training program was completed.



Facilitation Method: Technology of Participation (ToP)

ToP is a powerful collection of structured facilitation approaches that transform the way people think, talk, and work together. They allow for highly energized, inclusive, and

meaningful group cooperation, which results in excellent outputs. In 2022, BJC applied ToP in order to create and train facilitators to execute "Productivity Improvement through Manpower Efficiency Project". The project had created and trained 52 facilitators who then engaged with all employees, and had reduced non-value-generating hours by 815,669 hours, or 216.89%.

2022 Performance

2022 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:
123 hours



Average amount spent per FTE on training and development:
1,041 baht



The percentage of local FTEs data coverage
100%

2022 Initiatives

1. The Power of Brain Training

The training was curated for the employees at manager level and above, enabling the participants to learn and understand different brain thinking modes/preferences, understand the aptitude for using one's own brain and others through brain thinking mode/preference of all 4 types: Blue Sky, Blue Earth, Red Sky and Red Earth. Moreover, the participants were expected to realize the value differences of their colleagues, subordinates and supervisors for the successful collaboration of the team and the company. Throughout 2022, the training was conducted 12 times, having 469 participants.

To Leveraging Our Creative Leadership Style



**รู้จักพลังทางความคิด
ที่ซ่อนอยู่ในตัวคุณ!
เพื่อการเริ่มต้นปีใหม่...ได้อย่างมั่นใจ!**

- สำหรับพนักงานระดับ **Band4 ขึ้นไป (Band4 & Up)**
- ทำแบบสอบถามก่อนการอบรม
- เลือกรุ่นอบรมและเข้าอบรมแบบ Online ตลอดเดือนกุมภาพันธ์ 2565



In relation to the Power of Brain Training, 4 sessions of knowledge sharing on The Four Powers for Growth had been organized and there were a total of 511 employees attended, as follows;

The Power of Systematic Decoding	Learning about systematical thinking and practice professional analysis through case studies.
DiverCity Talk - Gender Diversity	Raising awareness and promoting gender diversity and equality
The Power of Business Defining Moment	Energizing business mindset.
The Power of "San-Sang" I MAKE IT HAPPEN	Generating ideas and creativity to serve customers.



2. Big C's Customer Satisfaction Enhancement Program 2022

Big C's Customer Satisfaction Enhancement Program was initiated under Big C's "Customer@Heart" scheme. Every year, the company works on lowering customer complaints and boosting customer satisfaction by enhancing service quality and encouraging good employee behavior that is consistent with the company's fundamental values. In 2022, the training had been reviewed and improved, and titled **Uplifting Service Development Project**, where the previous training content on

operation excellence, service with heart, skills enhancement for managers and retail & service knowledge were redesigned and combined into a comprehensive training program. Beyond that, the company also added recommendations from an external training institute to improve the program in the areas of **Big C Service DNA**, **Big C Service Principles** and **Big C Service Model**: Smile, Smart, Speed.

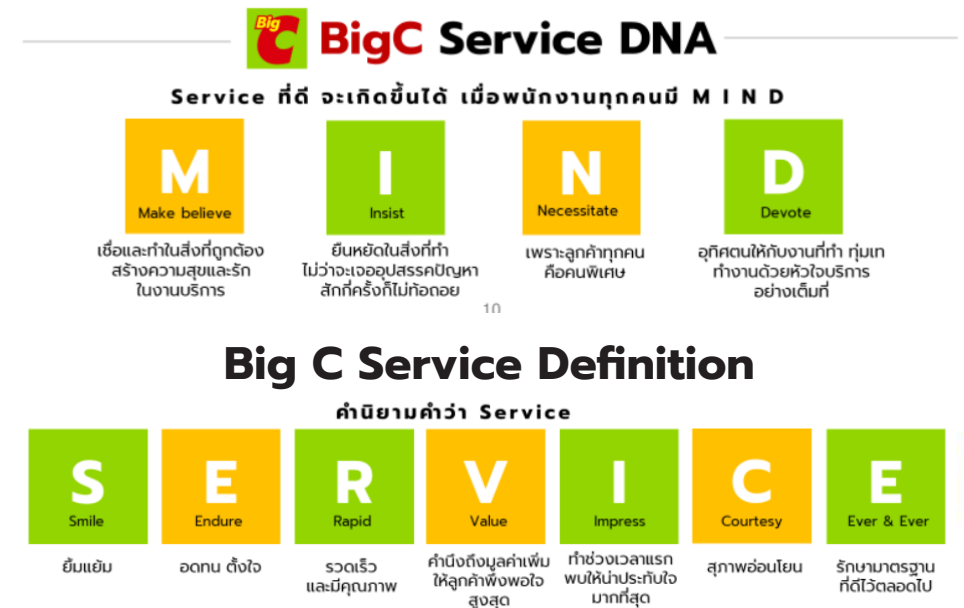
Uplifting Service Development Project

The project aimed to support Big C's Customer Satisfaction Enhancement Program by providing Big C store staff with a training that suited their scope of work, enabling them to achieve service excellence and to work more effectively and efficiently. The training consisted of various classes for different groups of employees;

- 1. Train-the-Trainer Certification Workshop** – The 5-day incentive workshop, aiming to create internal certified trainer to organize service training for their stores at all levels. In 2022, the workshop had created 160 certified trainers. The trainers were then stationed at operation hubs across the country to transfer the knowledge on a monthly basis, act as a coach, and evaluate their training sessions.

- 2. Outstanding Service Mind Training – The Training Aimed** to give Big C store staff a better understanding of how importance of service and customer experience were to the business. The participants included 6,164 employees from 160 stores (hypermarket format).

- 3. Leading the Service Team Training** - The main target participants included store managers, where they learned coaching and mentoring skills for their store staff. There were 180 store managers attended the training.



Big C Service Principles

1	Growth Mindset
2	Accountability
3	Emotional Labor
4	People Buy People
5	Practice Empathy
6	Great Communication
7	Follow Up



3. Big C Change Agent Bootcamp 2022

Big C Change Agent Bootcamp 2022 was a change agent development program that took place over 2 full days, aiming to be a platform for organization transformation that promotes collaboration and networking. There were 120 change agents or the participating employees in the program, which came from all departments and functions of Big C. Over 2 days, the participants had learned about growth mindset, outward mindset, problem solving skill, decision making skill, leadership skill, communication skill through experiential learning, under the concept of "Build Teams, Build Momentum, Drive Change".



4. Employee Knowledge Sharing: Learn Out Loud

In 2022, BJC had gone beyond organizing a knowledge sharing from external experts, the company allowed and encouraged its employees to share their expertise and experience to other employees via online sessions, "Learn Out Loud". There were 3 sessions organized throughout the year with over 100 attendees. The main topics shared in the sessions included Agile, Skills for Success, Productivity, The Codes and Empathic Leadership.



2. Talent Attraction and Retention Management Approach

BJC believes that strengthening competitive advantage begins with people, and that employee engagement reflects work efficiency and performance. Through the corporate value and corresponding corporation-wide policies, BJC has always prioritized human capital and committed to creating a happy workplace experience. The company always strives to take steps beyond employee expectations in order to retain them as well as attracting new talents.

BJC continued to promote and commit to **“Happy Workplace”** concept throughout 2022 as it has been one of the corporate values. The commitment had been shown through related corporate-wide policies, including **Human Rights Policy, Diversity and Inclusion Management, and Non-Discrimination Policy, Living Wage Policy**, Work from Home and Work from Anywhere arrangements. The policies ensured that all employees received fair treatment, equal rights and work flexibility without discrimination against gender, age, physical disability, race, ethnicity, skin color, religion, nationality, country of origin, cultural background or marital status.

Human Rights Policy:

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

Diversity and Inclusion Management, and Non-Discrimination Policy:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=23>

Living Wage Policy:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=64>

Throughout 2022, there were approaches and projects that supported talent attraction and retention as well as enhancing employee engagement as the following highlights.

Employer Branding Project 2022

Since 2021, BJC has been focusing more on creating a strong employer branding as an employer of choice, with employer value proposition as **Bring Up Better Life for All**, where the company give importance to all stages of employment. The company sees its employer branding as a continual process of being distinctively great in 2 aspects;

1. Commitment: to make a distinctively great place to work
2. Communication: to make sure the right talents in the market know how great the company is



1. Employee Branding Strategy 2022

- **Communication Channels**
 - Raising awareness on company's activities both internally and externally via various communication channels such as HR mobile application and social media.
- **Internal Actions**
 - Encouraging all employees to be BJC Ambassador, representing positive image of the company such as CSR Ambassador Project and Employee Referral Program.
- **External Actions**
 - Attracting potential talents by communicating positive image of the company such as employee benefits, working environment and employee engagement activities.
- **New Generation Company**
 - Building the company to be a happy workplace for new generations.

- **Monitoring and Evaluation**
 - Conducting an employee engagement survey to evaluate all engagement activities for future improvement.

2. Employer Branding Key Focus

- **New-Gen Company**
 - Attracting new generation by people, benefits, facilities, environment, activities and culture.
- **Diversity**
 - Promoting diversity, equality and inclusion by treating everyone without any discrimination.
- **Core Values**
 - Enhancing BJC's core values (CDSH) through activities, communication and employee engagement.
- **Employer Value Proposition**
 - Planting the concept "Bring Up Better Life for All" to all employees.

BJC has effectively communicated its employer branding both internally and to the public, maintaining a constant presence. As a result of their efforts, BJC had secured the 10th spot in the Top 50 Employers in Thailand 2023 list, which was compiled by Work Venture, a prominent employer branding consulting company known for its work with major organizations in Thailand. It is worth noting that BJC had improved its ranking

from the previous year, where the company was placed 19th in the Top 50 Employers in Thailand 2022.

Work Venture conducted a survey of the relevant target group of new generation candidates, which included recent graduates and young professionals in the workforce between the ages of 21 and 35. Over 10,000 people were polled in total.



Workplace Diversity, Equity and Inclusion

As stated in details under Human Rights chapter, in 2022 BJC had promoted workplace diversity, equity and inclusion beyond what the company had done before. **DiverCity** project had been initiated as a company's commitment to endorse diversity, equity and inclusion in the long run through various engaging activities, beside the 2021 revision of **Diversity and Inclusion Management, and Non-Discrimination Policy**.

In 2022, the ratio of BJC's male and female employees were 40.4 % and 59.6% respectively. As for base salary, BJC has been conducting fair remuneration, considering previous employment, knowledge and competency, among all employees at all levels without discrimination against their gender, age, physical disability, race, ethnicity, skin color, religion, nationality, country of origin, cultural background or marital status.

Additionally, for appropriate employees' performance evaluation, BJC conducted an individual performance appraisal which included 360-degree feedback from employees' subordinates, colleagues and supervisors. The 2022 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 Group

At BJC, promoting equal opportunities for all individuals is a top priority. Our focus is on job capabilities and organizational fit, rather than any individual characteristics. The company actively supports and employs individuals with physical or mental disabilities, as demonstrated by its 2022 hiring figures. In 2022, BJC welcomed 257 individuals with disabilities into the company, comprising 1.3% of the full-time employees. The company is committed to providing these individuals with the necessary support for knowledge and career advancement.

Living Wage

BJC is committed to providing compensation that not only meets employees’ basic needs but also offers some discretionary income. The company also hold itself accountable for upholding fair labor practices throughout the entire supply

chain. This encompasses employees' rights to a living wage and the implementation of publicly disclosed living wage strategies. The company is dedicated to full compliance with all relevant laws, conventions, and regulations.

The commitment: By 2025, for 100% of BJC's own operations in all countries, there must be a living wage assessment of the employees and the employees are paid with fair, appropriate and adequate wages for living. By 2030, for 100% of BJC's critical suppliers there must be a living wage assessment of their employees, and the employees are paid with fair, appropriate and adequate wages for living.

Talent Attraction

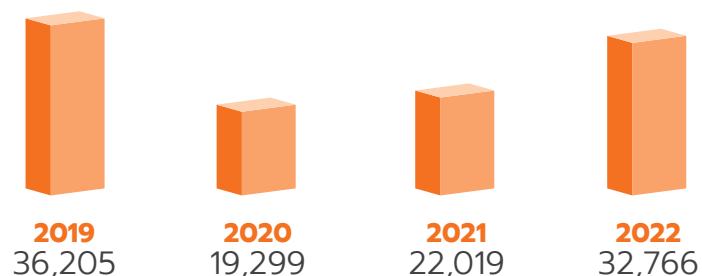
BJC uses **Strategic Workforce Management and People Analytics** as a means of identifying its employees. The tool encompasses various work processes and systems aimed at evaluating, nurturing, transitioning, and retaining a top-notch workforce. By utilizing information and analytics, the company enhances employee career growth, succession planning, and retention, ensuring stability and growth for the business. Talent Attraction, on the other hand, helps BJC plan for its workforce across all functions and the entire organization. It evaluates the need for new hires and identifies areas where savings can be made to boost workforce productivity.

Employee Management Human Rights, Diversity & Inclusion Community Development

BJC recognizes that the recruiting process has undergone significant changes in the past few years. Since the COVID-19 pandemic, virtual recruiting has become the new standard at the company, and they are also strengthening internal mobility and upskilling programs. Beyond that, diversity is now being given priority with a greater sense of urgency.

In 2022, BJC persisted in using online recruitment platforms to expand its pool of potential candidates and increase the likelihood of hiring talented employees. The company had adopted a digital approach in the recruitment process to attract competent individuals for various job functions. There was also a monthly employee referral program in place where current employees can refer suitable candidates. Additionally, BJC had utilized its social media platform on Facebook (<https://www.facebook.com/bjccareers>) and LinkedIn (<https://www.linkedin.com/company/bjc/mycompany>) to convey the employer branding and attract new talents.

Total Number of New Employee Hires



Beside the social media channels there were other several ways that BJC used to attract new talents in 2022 such as Internship Program, inviting students to join company activities and organizing a hackathon for students as stated below;

BIG's SEED Talent Camp

The company organized an innovation hackathon for university students under the theme "Hack Your Idea Plus More Happiness to Bring a Better Life". There were 113 teams of student submitted the ideas. 150 students were chosen to attend a training on building new business ideas through activities and workshops, including business case studies, design thinking workshop and idea pitching techniques.



Employee Engagement

Continuing from the pandemic situation in 2021, in 2022, in addition to promoting a culture of diversity, equity, and

inclusion through various programs, BJC continued to improve work flexibility by allocating resources to allow employees to work from anywhere one day per week and work from home every Friday. This comprised an HR mobile application, an IT system and infrastructure that allowed employees to stay linked with their working team. Employees were also encouraged to participate in both on-site and online activities as well as social networking (<https://www.facebook.com/bjcbigcesociety>).

From the annual employee engagement survey, BJC analyzes the results of the survey to identify areas where employees are dissatisfied or where there is room for improvement, then prioritize actions to address the most critical issues first. The company then creates an action plan to address the identified areas of improvement. In addition, the survey results are communicated to all department heads in order for them to improve their team's engagement and performance.

Employee engagement survey scaling:

Engaged 4.5 - 6.0, Not clear 3.0 - 4.5, Disengaged 1.0 - 3.0

Minimum notice period:

For any significant operational change, BJC normally communicates with the affected employees prior to the actual change. The period depends on urgency and necessity, ranging from 1 week to 6 months.

Employee Engagement Activities 2022

1. BJC Big C Opportunity Day

BJC Big C Opportunity Day was an event that gave employees the opportunity to rotate to other positions in order to increase their skills, open a new perspective, have broader knowledge for and become an important force for the company. On the day, there was also a knowledge sharing session from a guest speaker on growth mindset, as well as an experience sharing session from employees who had successfully rotated work and had grown to become a major force in the company.



Career booths were also available for the employees to visit and explore available positions for the rotation. In 2022, there were over 150 available positions from the following 15 work lines; Healthcare Business, Consumer Business, Packaging

Business, BJC Specialties & White Group, Engineering, BJC Power & Graphic System, Finance & Accounting, Group Procurement & Audit / Loss Prevention & Quality Assurance, Management Information System, Commercial, Town Center & Property, Supply Chain Management / Logistics, Digital Platform, Retail Operations, Human Resources, International Business.

2. Love Mission Project



The project provided opportunities for headquarter employees with real experience of working in the field at Big C stores. The objective was to enhance employee's unity and to encourage employees to work together more effectively. During the field work, each employee would experience LOVE, which included; Learn – learning about store operation, Overcome – overcoming challenges from hands-on training, Valuable – creating value at work and Experience – sharing

feelings and creating new experience. Throughout the year, there were over 1,200 headquarter employees had the opportunities to work at Big C stores under 6 departments; Online Shopping, Fresh Food, Dry Food, Non-Food, Customer Service and Goods Receiving.

3. Idol Mentor Project

In 2022, BJC organized 2 sharing sessions under Idol Mentor Project, where employees had an opportunity to talk and ask questions exclusively with over 30 senior executives. The content consisted of how to have a successful career path and how to have the right mindset.

4. Office Renovation

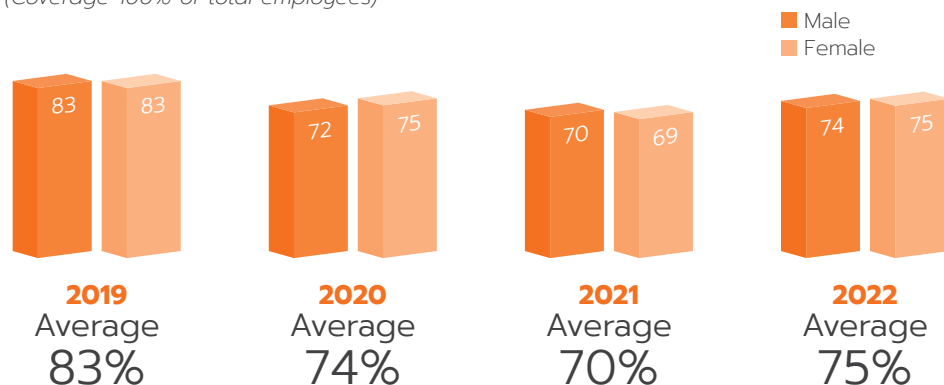


BJC had completed its headquarter renovation in 2022, offering its employees a range of new and improved facilities

and amenities. With the introduction of a mixed-use canteen and co-working space, enhanced auditoriums and meeting rooms with state-of-the-art technology and higher capacity, a fitness center, Big C Foodplace, green spaces and flexible working spaces located around the office, the company was dedicated to promoting happy workplace and employee engagement.

Trend of Employee Engagement

(Coverage 100% of total employees)



Turnover Rate

Retail businesses face a constant challenge of high turnover rates, but BJC aims to turn this trend around. In 2022, the company prioritized attracting and retaining top talent through strategic hiring practices, offering market-competitive pay and benefits packages, recognizing and rewarding

employees, providing clear career growth opportunities, and implementing flexible work arrangements. By taking these steps, BJC was poised to reduce its turnover rate and foster a positive, engaging work environment.

Turnover Rate	2019	2020	2021	2022
Total Employee Turnover Rate	68.94	62.12	48.86	45.58
Voluntary Employee Turnover Rate	58.78	46.23	42.86	33.33

Data coverage 100% of all FTE Globally

Awards and Recognition 2022



BJC's head office received Thailand Labor Management Excellence Award 2022 from the Department of Labor Protection and Welfare, Ministry of Labor for the excellence in labor relations and labor welfare. The company has been presented with the award for 16 consecutive years.



15 Big C stores all over the countries have also been awarded for excellence in Labor Relations and Labor Welfare in 2022, which include Big C stores in Pattani, Udon Thani, Petchburi, Yasothorn, Prae, Nakhon Sawan 1, Nakhon Sawan 2, Nan, Lampang, Lampun, Trang, Sakon Nakhon, Phang Khon (Sakon Nakhon), Tak and Satun.



Berli Jucker Cellox Co., Ltd. received Thailand Labor Management Excellence Award 2022, from the Department of Labor Protection and Welfare, Ministry of Labor. The company has been presented with the award for 4 consecutive years.



Rubia Industries Ltd. has received an award from the Department of Labor Protection and Welfare, Ministry of Labor at the Thailand Labor Management Excellence Award 2022;

- Excellence in Labor Relations and Labor Welfare, for 3 consecutive years
- Enterprise with an Excellent Labor Management System of the Year 2022
- Thai Labor Standard Award: TLS 8001-2003, for 5 consecutive years



Thai Malaya Glass Co., Ltd. has received an honorary award in for excellence in Labor Relations and Labor Welfare, for 7 consecutive years, from the Department of Labor Protection and Welfare, Ministry of Labor.

3. Occupational Health and Safety

Management Approach

At BJC, prioritizing occupational health and safety is not just reflected in the company's 2022 materiality matrix but it goes beyond that. The company's commitment to preventing workplace injuries, illnesses, and fatalities, as well as the associated suffering and financial hardship they can cause for employees and their families, is unwavering. BJC recognizes the importance of not only ensuring physical health and safety, but also supporting the mental health and overall well-being of every individual, contributing to the sustainability of the business beyond measure.

BJC has various projects and measures to support the health and well-being of employees, including providing knowledge, raising awareness about health and safety, implementing practices, as well as measuring and evaluating results. Moreover, Compliance with all relevant occupational health and safety laws, regulations, and standards, including OHSAS 18001:2007 and ISO45001:2018, is of BJC's utmost importance. To further the company's commitment to safety, the company established the BJC Worker Health and Safety Committee to provide employees and contractors with a voice in our monthly management meetings. Beyond that, BJC also

implemented a Systemic Occupational Health and Safety Management System (OHSMS) and a comprehensive **Safety, Occupational Health and Working Environment Policy** that applies to all BJC and subsidiary operations. The goal of these systems and policies is to optimize safety at every stage of our operations, reducing the risk of accidents and hazards to the lowest possible level and ensuring the well-being of all employees, visitors, and individuals who work at BJC.

BJC Worker Health and Safety Committee

The BJC Worker Health and Safety Committee takes its role in ensuring proper implementation of OHS compliance seriously, closely overseeing adherence at each business unit. Beyond just compliance, the Committee serves as a representative of the employees and contractors, providing a voice for their concerns in monthly management and Safety, Health, and Environment (SHE) meetings. This gives employees and contractors a direct channel to express their views and ensures their well-being remains a top priority at BJC.

Going beyond its compliance responsibilities, the BJC Worker Health and Safety Committee actively engages with employees and contractors to gather insights on OHS issues. The Committee incorporates employee engagement results into its efforts to identify and evaluate hazardous environments,

investigate incidents, conduct audits and inspections, and provide training to enhance the OHSMS. In accordance with ISO 45001 and ISO 14001 standards, annual management reviews of the OHSMS are conducted to ensure that BJC continuously creates a safe and healthy workplace for all employees and contractors. By prioritizing employee and contractor well-being, BJC is committed to making the workplace a place where everyone can thrive.

2022 Performance

Fatalities

Fatalities	2019	2020	2021	2022	2022 Target
Employee	0	0	0	0	0
Contractor	0	0	0	0	0

LTIFR - Employee

LTIFR - Employee	Unit	2019	2020	2021	2022	2022 Target
Employees	n/millions of Hours Worked	2.26	3.29	1.98	1.79	1.93
Data Coverage	Percentage of Revenue	87.69	87.58	89.98	91.37	

LTIFR - Contractor

LTIFR - Contractor	Unit	2019	2020	2021	2022	2022 Target
Contractor	n/millions of Hours Worked	0.87	0.79	0.57	0.51	0.55
Data Coverage	Percentage of Revenue	87.69	87.58	89.98	91.37	

Remark: LTIFR - Contractor does not include working hours of the contractors that promote sales of product or service such as product consultants.

Working Hours

Indicator	Hours
Employee	84,550,727
Contractor	27,187,478

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:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=37>

Occupational Health and Safety Services

Beyond merely complying with relevant laws and regulations, BJC has taken a proactive approach to promoting employee health and well-being. Regular assessments of hazardous and occupational health and safety are conducted across all operations, and flexible working environments, childcare

facilities and maternity and paternity leave initiatives are all in place to support employees. In 2022 BJC continued to offer its OHS services and had introduced new programs and initiatives to meet the needs of its employees.



2022 Initiatives

Food Journey Project

At BJC, the health and well-being of our employees is a top priority, and the company has taken steps to promote healthy living through every aspect of its operations, from upstream to downstream. In 2022, Food Journey Project was launched, with the motto of "Good for Us, Good for the Planet,"

to bring the corporate-wide **Health and Nutrition Policy** to life. The project's objective was to provide the employees with access to nutritious food that not only support their health but also had a positive impact on the environment. This project was planned for a long run, with activities taking place throughout the year, that demonstrate BJC's unwavering commitment to supporting the health and well-being of its employees and creating a more sustainable future for everyone. For 2022, the projects consisted of the following activities;

1. Food Journey: Healthy Food Fair

BJC head office and Big C Rama 4 branch hosted a thriving Healthy Food Fair, where over 30 vendors showcasing healthy and sustainable food options were on hand for employees and surrounding community members to discover, learn about, and purchase. The company collaborated closely with suppliers and SMEs to put together the event.

2. Food Journey: Special Talk

A knowledge sharing session was conducted under Food Journey Project, which all employees could register to participate both onsite and online. The session aimed to equip the participating employees with health knowledge and the consumption habits that support good health. The guest speakers included experts in

healthy food and healthy living and celebrities who were well-known for their healthy lifestyle.



Big C Foodplace: Healthy Food Store

Beyond simply providing a convenient location for employees, the 11th branch of Big C Foodplace at BJC head office promotes healthy living. Opened in 2022, the "Healthy Food Store" was designed with employees in mind, offering a wide selection of quality, healthy food products at affordable prices. Whether the employees look for a quick, ready-to-eat meal or organic options, the Healthy Food Store offers a wide selection of healthy products for maintaining a healthy lifestyle. BJC is dedicated to supporting the well-being of its employees and this new branch is just one of the many ways the company is going above and beyond to promote health and wellness in the workplace.



Fitness Center and Exercise Classes

The fitness center has been completed in 2022, where all employees could access during 06:00 – 22:00 hours on week day. Beyond that, the company also initiated special corporate rates for its employees who would like to apply for a membership at Jetts Fitness center nationwide.



Moreover, every Wednesday after working hours, an exercise class was available for the employees to join. The class

took place at the new auditorium and it comprised of cardio exercise such as body combat and Zumba dance.

OHS Standard

In 2022 BJC subsidiaries have been recognized by International Organization for Standardizations for ISO45001 :2018 as follows;

- Berli Jucker Cellox (CPC)
- Berli Jucker Foods (BJF)
- Thai Beverage Can (TBC)
- Thai Glass Industries (TGI)
- Thai Malaya Glass (TMG)

OHS Awards and Recognitions

Berli Jucker Cellox (CPC)

- Excellent practices establishment on occupational safety and health national level as the 6th year of achievement. From : Ministry of Labour to CPC Bang Plee Plant
- Excellent practices establishment on labour relations and welfare national level as the 4th year of achievement. From : Ministry of Labour to CPC Prachinburi Plant

- Zero Accident Campaign 2022 Silver Level Year 3. From : Ministry of Labour to CPC Prachinburi Plant
- Zero Accident Campaign 2022 bronze level. From : Ministry of Labour to CPC Bang Plee Plant

Thai Glass Industries (TGI)

- Excellent Practices Establishment on Occupational Health and Safety, National Level, as the 4th year of achievement. From: The Ministry of Labor
- The Standard on Prevention and Solution to Drug Problems. From: Samutprakan Province
- Zero Accident Campaign 2022. From : The Ministry of Labor
- Low Emission Support Scheme : LESS. From : The Thailand Greenhouse Gas Management Organization (Public Organization)
- Smoke-free Workplaces. From : National Alliance For Tobacco Free Thailand
- Workplace against COVID-19 in the New Normal. : The Department of Disease Control

Thai Malaya Glass (TMG)

- Excellent Practices Establishment on Occupational Health and Safety, National Level, as the 3rd year of achievement. From: The Ministry of Labor

- Zero Accident Campaign 2022. From : The Ministry of Labor
- Green Industry Level 4. From : The Department of Industrial Works

Rubia Industries (RIL)

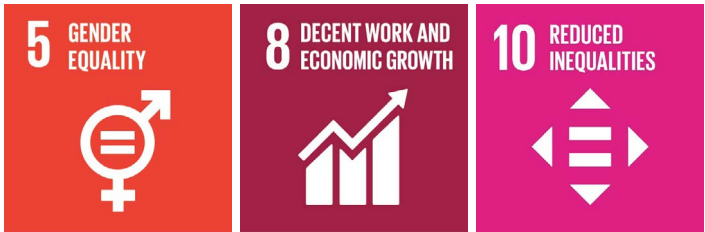
- Excellent Practices Establishment on Occupational Health and Safety, National Level, as the 5th year of achievement. From: The Ministry of Labor

Berli Jucker Foods (BJF)

- The Standard on Prevention and Solution to Drug Problems. From: Samutprakan Province

HUMAN RIGHTS, DIVERSITY & INCLUSION

GRI 2-30, 3-3, 406-1, 407-1, 408-1, 409-1, 410-1, 412-1, 412-2, 412-3



Key Performance 2022

	2021	2022	Target 2022
% Business Units & operations assessed for human rights risk	100	100	100
% Business Units with risk management plan on human rights	100	100	100

Human Rights, Diversity and Inclusion Strategy

In July 2022 the United Nations (UN) declaration stated that everyone must have the ability to live in “a clean, healthy, and sustainable environment” a universal human right. UN also urged countries, businesses, and international organizations to step up efforts to make that a reality. The concerns about human rights have risen globally more than before and this is since climate change is already affecting a large portion of the global population. Business operations have significant impacts on the economy, environment, and people. When companies prioritize profit over everything else, they can exploit workers, violate human rights, and harm the environment. However,

- 5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- 5.C Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.
- 8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
- 8.8 Protect labor rights and promote safe and secure working environments for all workers.
- 10.2 Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

businesses that prioritize human rights can benefit society by creating fair-paying jobs, providing safe working conditions, and promoting environmental sustainability. It is crucial for businesses to consider the potential negative impacts of their operations and take steps to mitigate them. By prioritizing human rights, businesses can play a crucial role in creating a more just and equitable society.

In response, BJC constantly stays up-to-date with the global trend and the UN's declaration of human rights, and set out its commitment accordingly. All along, the company has put its effort in minimizing human rights violations and maintaining a safe, healthy, inclusive, and diverse working environment. Going beyond that, in 2022 a wide range of new engagement activities were initiated, aiming to advocate for employee diversity and inclusion throughout the value chain, protecting the rights of individual employees as well as surrounding communities, and promoting community rights, local traditions, and societal equality of the nation. With its human rights commitment through **Human Rights Policy and Diversity and Inclusion Management, and Non-Discrimination Policy**, as well as the compliance with law and regulations, BJC's business operations are involved in creating negative impacts regarding human rights.

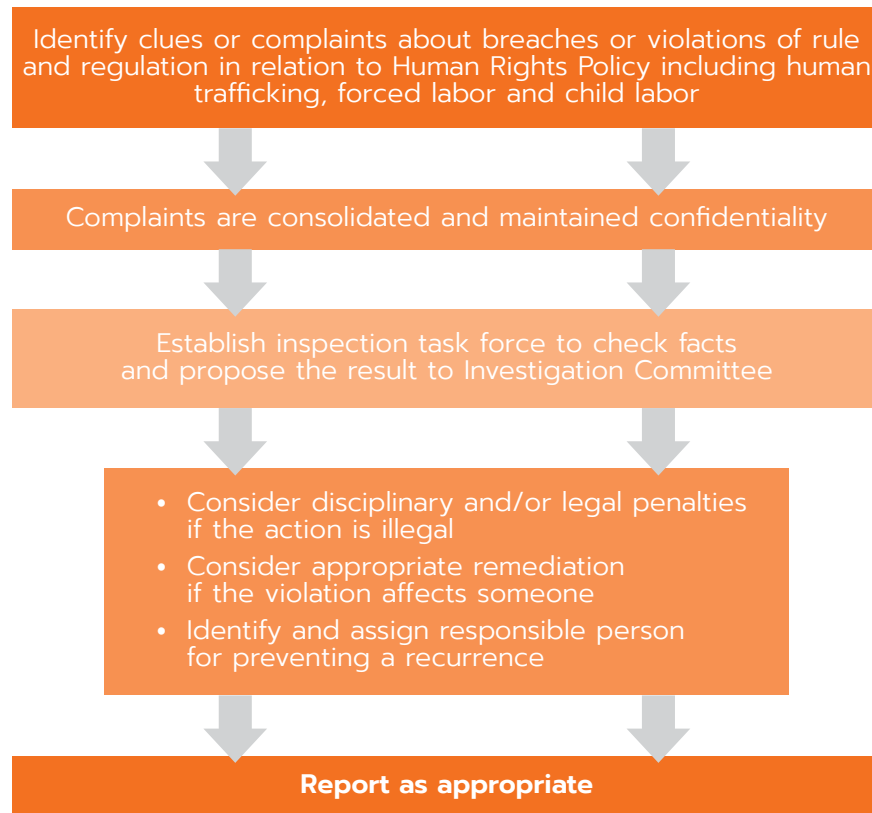
Human Rights, Diversity and Inclusion Management Approach

Human rights have always been one of BJC's top priorities in doing business. The company believes that focusing on protecting human rights and cultivating positive relationships with all stakeholders can ensure the business's long-term growth, particularly as climate change has raised many human rights issues and concerns in society. BJC correspondingly follows the human rights principles and requirements of national

and international renowned human rights standards, for instance, The United Nations Universal Declaration of Human Rights (UDHR), The United Nations Guiding Principles on Business and Human Rights (UNGPs), The United Nation's Sustainable Development Goals (SDGs), The International Labor Organization (ILO) and Thailand's Labor Protection Act. In addition, in 2022, there was no operation nor suppliers in any country or geographic area, at significant risk for incidents of child labor and forced or compulsory labor.

As stated in the corporate-wide human rights policy and incorporated into BJC's culture and value, the company is committed to treating employees and other stakeholders fairly, regardless of race, gender, nationality, ethnicity, language, religion, or any other status. In 2022, BJC enhanced its human rights commitment further by initiating **a corporate-wide whistle blowing system** as illustrated below.





Moreover, throughout 2022, BJC continued to prioritize and conduct human rights best practices through new initiatives and activities, promoting its corporate value of 'Happy Workplace,' encouraging all employees to treat others fairly and valuing diversity and inclusion.

Labor Union and Collective Bargaining Agreement

Employees can communicate their issues, criticisms, and suggestions through a hotline and meetings, which BJC has made available. Furthermore, in order to promote positive relationships with employees, BJC encourages employees to form and join labor unions, fostering employee freedom of association. There are currently 4 labor unions operating across 4 plants, namely 1. Berli Jucker Foods Labor Union 2. Rubia Thailand Labor Union 3. The Glass Union of Thailand and 4. Fasai Labor Union.

- 100 % of BJC's entire workforce participating in the welfare committee
- 3.63 % of employees represented by an independent trade union and covered by collective bargaining agreements.

For employees not covered by collective bargaining agreements, BJC determines their working conditions and terms of employment based on collective bargaining agreements. No country or geographic area with BJC's operations and suppliers considered at risk, regarding labor union and collective bargaining agreement.

Moreover, according to labor law and regulation, all employees are required to participate in the group and have the right to express their ideas. Controlling, monitoring, and encouraging suppliers and subcontractors to observe human rights norms and guidelines in line with BJC's operation are all part of this.

Human Rights Due Diligence Process

Regarding the UN Guiding Principles on Business and Human Rights (UNGPs), The Human Resource Department conducts Human Rights Due Diligence every three years, and it analytically evaluates potential human rights risks associated with BJC business activities throughout the value chain. BJC's human rights due diligence process includes;

company's practice. As for 2022, to address the importance of human rights beyond normal practice, BJC conducted human rights survey online, amongst its employees, aiming to find a gap for improvement in human resource management and employee engagement, as well as to prevent future human rights issues. The result showed that some employees at the operation level found time management difficult and would like to receive better treatment from their managers. The result had been analyzed, summarized and reported to the top management. The Human Resource Department, with a support from Sustainability and Risk Management Department then developed and organized human rights training for managers, as well as human rights course for all employees. The analyzed survey result and recommendations were integrated into the training and the course accordingly.



BJC conducts human rights due diligence every 3 years and Human Right Due Diligence will be conducted in 2023, which is the 3- year basis set as a minimum standard for the

In 2022, there is no incident of human rights violation covering discrimination and harassment, working conditions, and standard of living in BJC's value chain.

Policy Commitment

As stated in BJC's Group-wide **Human Rights Policy**, BJC places a high value on upholding best human rights practices throughout the value chain, and expects all employees and relevant business partners, including executives, suppliers, joint ventures, and other stakeholders, to comply with all applicable human rights laws, regulations, and standards, as well as international standards, in order to ensure that all stakeholders are equally respected and protected. Moreover, as stated in the company's **Diversity and Inclusion Management, and Non-Discrimination Policy**, BJC is committed to recognize the importance of equality and nondiscrimination treatment. BJC always encourages utilizing the diverse thoughts, skills and experiences of employees to create value added, new innovation to drive company's business forward.

BJC has extended the importance of human rights beyond its own operation and set human rights performance as one of the criteria to determine the business relationship. BJC has covered the human rights screening and human rights clauses in the significant investment agreement and contracts.

Human Rights Policy:

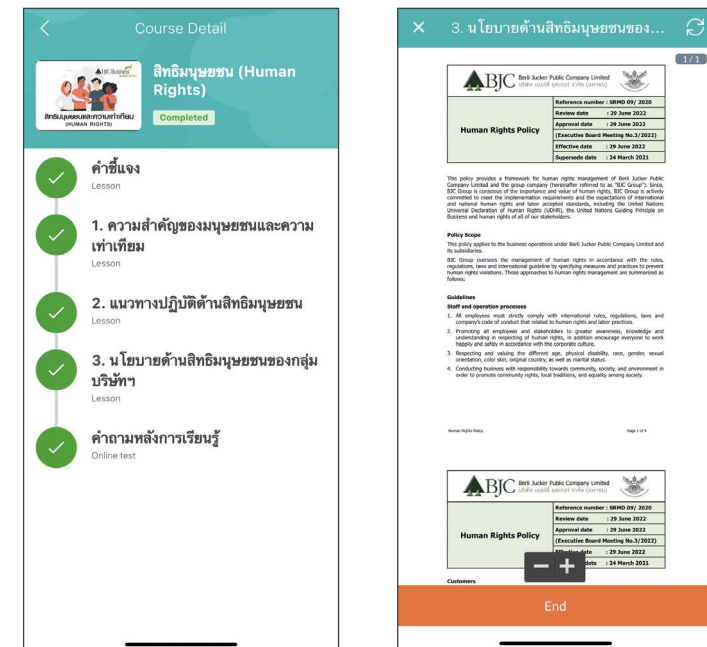
<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=23>

Diversity and Inclusion Management, and Non-Discrimination Policy:

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=23>

Human Rights, Diversity and Inclusion Trainings

1. BJC Human Rights Training



Annually, human rights training for all employees is conducted in order to raise human rights awareness and equal

respect among all levels of staff in the organization. In 2022, human rights training session was delivered via an online platform using HR mobile application. The content of the training session includes BJC's **Human Rights Policy** and **Supplier Code of Conduct**, The UN Guiding Principles on Business and Human Rights (UNGP), guidelines for human rights violations and Human Rights Due Diligence Process (HRDD), whistle blowing procedure for reporting on human rights issues and BJC's framework for business practices in accordance with the human rights principles. 93% BJC employees, including 100% security personnel, had completed the training session. The total number of hours devoted to training on human rights was 4,053 hours.

2. Human Rights, Diversity and Inclusion Training for Factories

To promote human rights, diversity and inclusion at workplace, beside the trainings at the headquarter only, BJC had gone beyond by organizing training sessions at its factories. All participants were encouraged to have a 2-way communication or an open discussion at the training sessions. In the 4th quarter of 2022, BJC's Sustainability and Risk Management Department arranged an onsite sustainability training at Thai Beverage Can Limited in Saraburi province, Rubia Industries Limited in Samut Prakan province, Thai-Scandic Steel Company Limited in Rayong province, Thai Malaya Glass Company Limited in Saraburi province and Berli Jucker Cellox

Company Limited in Prachin Buri Province. The training highlighted critical sustainability topics which also included human rights, diversity and inclusion and the main content covered as follows;

- UN Guiding Principles on Business and Human Rights
- Updated Whistle - blowing Process
- Corporate-wide Human Rights Policy and Code of Conduct
- Human Rights for Key Stakeholders
- Risks from Human Rights, Diversity and Inclusion
- Current Issues and Case Studies on Diversity and Inclusion

After each training, the related issues and questions from each factory were discussed and recommendations were given. From the factories, there were a total of 100 managers and function heads attended the training.



3. Human Rights & Diversity Training for HR Personnel

BJC believes diversity recruiting is an important step toward creating an inclusive workplace that is reflective of the customers it serves, and best prepared to compete in a changing economy and marketplace. The training on human rights and diversity for HR Personnel has been conducted virtually, as an interactive sharing session where the HR personnel of BJC and its subsidiaries could share and discuss their related cases. The ground knowledge and global trends on human rights and diversity, especially for recruitment process has been provided by Sustainability & Risk Management Department. There were 60 HR personnels attended the session.

4. Human Rights Training for Big C Store Staffs

Ensuring respect for human rights presents a growing challenge for businesses, with increasing public awareness and customer expectations. BJC realizes that Big C customers have also become more concerned about their rights. The company has then placed even higher value than before on human rights, especially when it comes to services and direct contact with customers.

Human rights training for Big C store staffs had been conducted for over 200 stores nationwide, with an objective to create a common understanding of the standards of behaviors

expected from all employees under matters relating to "Human Rights and Customer Service". In the training, the store staffs have learnt about important human rights risks related to customer service, covering health and safety, equity and data privacy. Business cases have also been shared and discussed in the interactive Q&A session.

5. Human Rights Training at Asia Book

As Thailand's first and major importer retailer and distributor of English books, Asia Books Co., Ltd.'s nature of business included providing professional service and assistance to the customers. Accordingly, BJC had organized a session on human rights training for all Asia Book employees in order to enhance the service excellence. The training went beyond human rights theory by focusing on Do & Don't and real case studies that the employees could easily apply to their work.

BJC had set a clear target to ensure that 100% of staff at Asia Book store received the training, and this objective was achieved in 2022. The company's management took the responsibility of monitoring and evaluating the performance of the employees by assigning each store manager with the task. The company also ensured that the staff's performance was regularly reviewed by considering the human right due diligence score.

Diversity and Inclusion Initiatives

1. DiverCity Project

In 2022 BJC initiated DiverCity Project, with a tagline **DiverCity – A Community for Everyone**. The project was initiated to promote the company's corporate-wide **Diversity and Non-discrimination Management Policy** and to encourage all employees and stakeholders to experience true diversity, where there was no discrimination regarding differences in age, gender, religion, race, nationality, disability, or marital status. A variety of related engagement activities were planned and organized throughout the year, which targeted to continue from year 2022 onwards.

1.1 DiverCity of Gender – A Community for All Genders

To celebrate Pride Month, in June 2022 BJC organized activities to promote gender diversity at workplace, which included;



- **DiverCity Talk**, where celebrities were invited as guest speakers to share their thoughts, experiences and inspirations in gender diversity and over 120 employees had participated,
- **DiverCity Games and Photoshoot**, where all employees could participate in photoshoots and gender diversity quizzes that were specially designed to share applicable knowledge to the employees in a fun way,
- **DiverCity Shoot & Share**, where the company encouraged all of its employees to share photos and stories related to gender diversity on social media and won prizes. The following hashtags were created; #DiverCity #DiverCityofGender #BJCBigCDiverCity.

1.2 Sanook Kids Big Day Going beyond the corporate-wide CSR strategy in supporting education, BJC realizes the inclusion of children with disabilities that they also have the right to access necessary knowledge to improve their competencies, as well as the right to have proper education and well-being. The event “Sanook Kids Big Day” was organized at Big C Rama 4 in August, aiming to provide an opportunity for children with disabilities to explore their interests and experience future career path. The event was attended by more than 30 volunteers from the company, who participated and educated more than 40 students with various disabilities such as brain disorders. 100% of the volunteer employees were satisfied with the activity and looking forward to participate in such activity again.



1.3 Other Activities Other activities were organized to promote diversity and inclusion included online awareness building, online quizzes and diversity movies. Moreover, BJC encouraged all genders and generations to participate in games and competitions such as Halloween Costume Competition and Loy Kratong Pageant Competition. There were approximately 100 employees participated in each activity. The activities boosted up employee engagement which had contributed to the improved employee engagement rate, shown in Employee Management Chapter.

COMMUNITY DEVELOPMENT

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

Key Performance 2022

Number of Philanthropic Activities	357
No. of Students Received Internship Experience from BJC	12,000
Tonnes of Seasonal Fruits Purchased from Farmers and Communities	24,319
Tonnes of Waste Managed for Communities	130
No. of Communities Received Significant Negative Impact from BJC Operations	0

Community Development Strategy

Global crisis affects the quality of life of the people, one of the many pieces of evidence is the rise in poverty. In today's society, social issues such as climate change, human rights, and labor practices are becoming increasingly important. As a result, businesses need to be aware of the current social issues to ensure that they meet the expectations of their stakeholders and remain a sustainable and responsible business.



- 3.B Support the research and development of vaccines and medicines for the communicable and noncommunicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines.
- 4.A Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, nonviolent, inclusive and effective learning environments for all.
- 4.C Substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries.
- 11.6 Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.
- 12.2 Achieve the sustainable management and efficient use of natural resources.
- 12.3 Halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.
- 12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse.

BJC, as a responsible corporate citizen, recognizes the significant impact that its business operations can have on the environment and the communities where it operates. The company understands that its activities can lead to potential conflicts with local communities and negatively affect the environment, which can have long-term consequences for both the company and its stakeholders. Therefore, BJC is committed to conducting its business in a manner that is socially and environmentally responsible.

BJC believes the strength of a nation lies in the ability of its people to work together in harmony and develop as part of a strong community. In 2022, BJC continued to prioritize community contribution and development as the company realized that in order to achieve sustainable growth and success, it must create business growth while also addressing societal needs and challenges in the communities where BJC's business operations are located across the country.

In 2022, BJC even went beyond societal expectations for community contribution and development. To promote education, which the company perceives as the foundation of knowledge and success, BJC did not only support students but also teacher's capabilities, learning facilities as well as the company's business partners. For nurturing the environment, throughout the year, BJC constantly encouraged the engagement

of its employees, customers, and community members in all environmental activities. Moreover, to support public health and well-being, not only community members and medical personnel received healthcare support, but the company also improved the community's economy and standard of living through various projects such as upgrading local grocery stores.

Community Development Management Approach

According to BJC's group-wide CSR strategy, the focus areas included Education, Environment, Public Health & Community and Religion & Culture. In 2022, the company realized that in the past years, COVID-19 pandemic and resulting economic fallout caused significant hardship to the economy and unemployment remained high throughout 2020 – 2021. To support communities' economy, BJC enhanced its focus in the area even more and adjusted the CSR strategy accordingly, i.e., from Public Health & Community to Public Health & Community Well-being.

Moreover, in 2022 BJC had enhanced its commitment in community contribution and development by setting a long-term target for each focus areas. By 2032 the company aimed to achieve the following targets;

Focus Areas	Target 2032	Performance 2022	Unit
Education	<ul style="list-style-type: none"> 15,000 students receive the benefits 	5,510	Students
Environment	<ul style="list-style-type: none"> 150,000 trees planted 1,500 tonnes of waste in communities have been managed 	9,140 130	Trees Tonnes of waste
Public Health & Community Well-being	<ul style="list-style-type: none"> 1,500,000 people receive food surplus 150,000 tonnes of agricultural products have been supported 1,500 activities supporting community health and well-being have been conducted. 	49,570 24,320 196	People Tonnes of products Activities
Religion & Culture	<ul style="list-style-type: none"> 1,500 activities supporting religions and cultures have been conducted. 	45	Activities

As a responsible corporate citizen, BJC recognizes the significant impact its business operations can have on the environment and communities in which it operates. To address this, BJC has been monitoring and evaluating its performance closely to ensure the satisfaction of all stakeholders, particularly community members. In 2022, there were no complaints received from communities regarding its operations and activities.

BJC also recognizes the importance of creating value and enhancing the quality of life in communities in accordance with their way of life and needs. To achieve this, BJC fosters collaboration between communities and employees from the outset of each project. By surveying the opinions, concerns, and needs of communities and identifying issues that impact them, BJC can ensure that its projects truly meet their needs and expectations. BJC continuously monitors its projects and

collaborates with employees, communities, and society to make joint improvements. This approach ensures that BJC not only delivers sustainable and responsible business practices but also contributes to the betterment of society.

Community Communication Channels

All of BJC's business units and subsidiaries have prioritized community relations, particularly those surrounding local communities at factories and operating sites. Along with regular CSR and community engagement activities, the company makes certain that all voices in its surrounding communities are heard and that the activities and operations meet their expectations. The standard communication channels where all community members can voice their feedback and concerns are as follows;

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

- BJC's head office at Berli Jucker House, 99 Soi Rubia, Sukhumvit 42 Road, Phraknong, 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>

Apart from the standard communication channels, BJC also takes proactive approach to ensure two-way communication with its communities, which includes the following actions;

- All operation sites make inquiries about complaints from government offices in the areas every year to ensure community satisfaction.

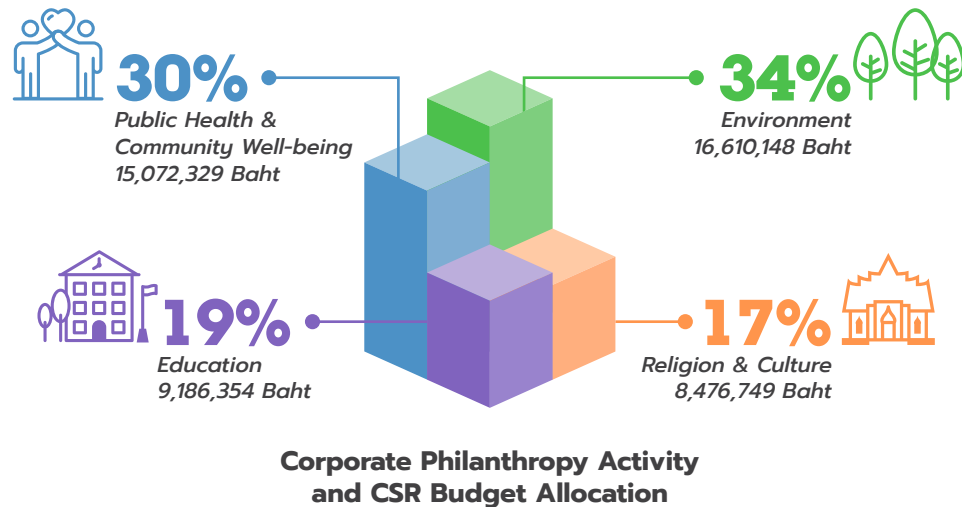
- Regular sharing sessions with the local communities are conducted at the communities surrounding operation sites.

CSR department of each business unit is responsible for the communication channels. The following is a proper process of remediation that BJC follows when it receives a complaint from a community:

- 1. Acknowledge the Complaint:** The company acknowledges the complaint as soon as possible, either by phone or in writing, and express its concern for the issue raised. This shows the company's commitment to transparency and responsiveness.
- 2. Investigate the Issue:** The company conduct a thorough investigation of the complaint to determine the validity of the claims and the root cause of the problem. The investigation involves relevant stakeholders such as local community members, employees, and experts to ensure a comprehensive investigation.
- 3. Develop an Action Plan:** Based on the investigation, the company develops an action plan to address the issue and remediate any negative impacts on the community. The action plan is comprehensive, time-bound, and include measurable targets.
- 4. Implement the Action Plan:** The company implements the action plan and monitor progress regularly to ensure that the issue is being addressed effectively.
- 5. Engage with the Community:** Throughout the remediation process, the company engages with the community to ensure that their concerns are being heard and addressed. This could involve regular updates, community meetings, or other forms of communication.
- 6. Evaluate the Outcome:** Once the remediation process is complete, the company evaluate the outcome to determine whether the issue has been fully addressed and whether any further actions are necessary.
- 7. Learn from the Experience:** The company learn from the experience and take steps to prevent similar issues from arising in the future. This could involve reviewing policies and procedures, conducting training for employees, or implementing new monitoring and evaluation mechanisms.

Corporate Philanthropy Activity and CSR Budget Allocation

In 2022, BJC allocated a budget to the focused areas of Corporate Philanthropy Activity and Corporate Social Responsibility as follows:



BJC's Corporate Citizenship & Philanthropy

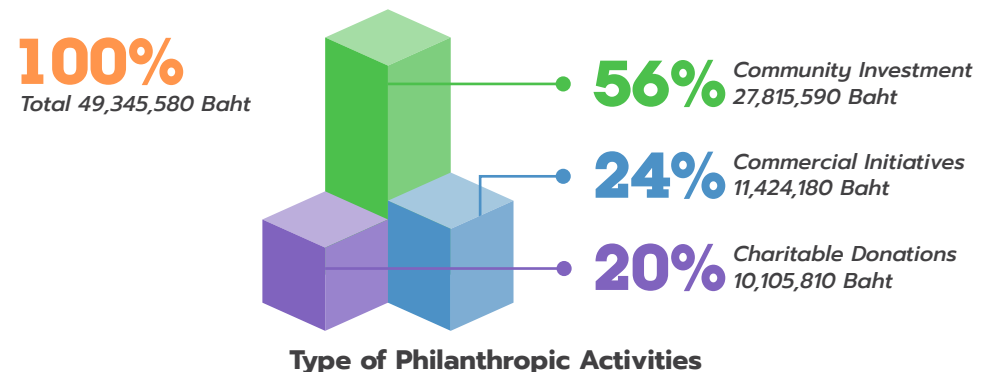
BJC employed a group-wide CSR strategy to guide philanthropic activities and to assess program effectiveness. The company had also made certain that its corporate citizenship and philanthropy programs are in line with the United Nations Sustainable Development Goals.

In order to effectively support the group-wide CSR strategy in Education, Environment, Public Health & Community Well-being and Religion & Culture throughout the year, all related business units work together. They tracked the monetary value of corporate citizenship and philanthropic contributions for each of the following categories: cash contributions, employee volunteering during paid working hours, in-kind giving, and management overhead, as shown below:

Total Contributions 49,345,580 Baht



Type of Philanthropic Activities





Constantly, CSR team gathered updated data on corporate citizenship and philanthropic contributions and philanthropic activities. The data was then summarized into a quarterly informative report for the Sustainable Development Committee to monitor and plan budget allocation. Furthermore, the committee ensured that the budget and resources were effectively allocated in accordance with the material topics and corporate strategy.

Moreover, a stakeholder satisfaction survey was conducted for each activity to confirm its effectiveness and to identify areas for improvement. BJC CSR team distributed a questionnaire to employees and community members involved in the activities, and the satisfaction scores were then summarized for each activity.

BJC has made it a priority to incorporate lessons learned into its operational policies and procedures. For instance, when community satisfaction is low, BJC takes a proactive approach to identify the root cause of the issue and address it through changes to its operational policies and procedures. The company has incorporated regular community engagement activities and feedback mechanisms into its operational policies and procedures.

By incorporating lessons learned from past sustainability-related issues into its operational policies and procedures, BJC is better equipped to identify potential issues and address them proactively. This approach ensures that BJC not only operates responsibly but also contributes to the long-term well-being of the communities in which it operates.

Education

BJC has laid out social activities to support education and youth in accordance with the business approach: creating activities that create a full range of benefits from upstream, midstream, and downstream. To enhance the quality of education from upstream or teachers who create the future of the nation, midstream, namely schools and educational institutions, and downstream: youth or students.

- **Kru Thai Khong Phan Din** (BJC Thai Teachers of the Land)

Since 2014, the project has been contributing to the quality of education in Thailand by improving teacher competency in innovative teaching methods and recognizing role model teachers. In 2022, BJC remains committed to driving education to integrate and bringing results to youth, society and the nation. The company continue to follow up on the application of knowledge in the teaching of the trained teachers in all regions. This is to contribute to the creation of academic potential and quality of life for the youth, supporting them to grow up to be good and talented people of families, society and the country.

In 2022, The trainings on enhancing digital tooling skills have been conducted and resulted in the following benefits;

- **Social benefits:** the project has trained 106 teachers, from 80 schools from all over the country, benefiting over 5,000 students. Since 2014, 2,400 teachers from all over Thailand have been participated in the project.
- **Business benefits:** By providing access to quality education and skilled teachers, individuals in society can develop the knowledge and skills needed to pursue sustainable career paths. This, in turn, can lead to more stable and sustainable incomes. When people have a sustainable income, they have greater purchasing power, which can positively impact the economy by contributing to higher sales volume at Big C stores. By prioritizing education, BJC not only contributes to the long-term economic growth of society but also benefits its business by increasing the potential customer base and overall sales volume.

- **Remote School Project**

From the past survey, there were schools all over the country needed building, learning facilities and renovation. The remote school project was then initiated in 2003, aiming to

help schools in need, especially for buildings and facilities. Since 2003 to date, BJC has built 59 school buildings in total, for 58 schools nationwide, contributing over 90 million baht. The buildings and facilities would enhance the quality of teaching and for the students and teachers to have a modernized and safe school building.

In 2022, BJC undertook a renovation program for damaged school building at Wat Punhathayikawas School, Pathun Thani province.

- **Social benefits:** In 2022, the renovation of Wat Punhathayikawas School benefited 510 students. Moreover, each year over 30,000 students and teachers are utilizing the school buildings, or more than 500,000 people received the benefits from the project since 2003.
- **Business benefits:** The project not only created a safe and proper learning environment for students, but it also strengthened education within society. By providing access to quality education, BJC had invested in the future of Thailand's economy. As the economy grows stronger, and the society recognizes BJC's commitment to education, there is a greater potential for increased customer numbers at Big C

stores, resulting in higher sales volumes. By supporting education, BJC is not only contributing to the development of society but also creating a long-term positive impact on its business operations. Moreover, in 2022, over 240 BJC employees volunteered to participate in the project, contributing to higher employee engagement rate.



Environment for Community

Continuously operating every year, BJC's Responsible Consumption and Production Initiative focuses to promote responsible and sustainable consumption and production at local communities nationwide. The initiative consists of 3 highlight projects with 2022 updates as follows:

1. **The Green Shelter Project:** Improved from The Green Roof Project established in 2010, the project has been producing roofing sheets from recycled beverage boxes shelters of victims and communities in need, across Thailand. In collaboration with Friends in Need (of "Pa") Volunteers Foundation, in 2022, over 160 Big C stores were a collection center of the project.



- **Social/Environmental benefits:** in 2022 the project has collected used beverage boxes for 16,910 kilograms, produced roofing sheets for 50 households in need. Since 2010, the project has collected used beverage boxes for 2,461,370 kilograms and 68,000 roofing sheets have been produced.
- **Business benefits:** positive image and brand awareness have been created among local communities all over Thailand and via Facebook fan page <https://www.facebook.com/ThaiGreenShelter/>, reaching almost 80,000 people. These people in the fan page are engaged with the activity and likely to become Big C's potential customers.



2. Surplus Food Donation Project: Started in 2020, in collaboration with Scholars of Sustenance Foundation (SOS), this on-going project aims to reduce food loss and waste by donating food surplus to local communities in need.

- **Social/Environmental benefits:** in 2022 the project has donated 33,485 kilograms of food surplus to low-income communities, homeless shelters, schools, hospitals and other public organization. The donated amount is 140,637 meals served equivalent. Moreover, 84,717 kilograms of carbon dioxide have been saved by preventing surplus foods from going into landfills.
- **Business benefits:** The reduction of 81,657 kilograms of food surplus is equivalent to 52,019 baht of food waste management cost saved.



3. Exchange Zilk Tissue Project: BJC Cellox has been encouraging surrounding communities of its factories (Bang Plee and Prachin Buri) to separate waste and reduce waste. After waste separation, the communities then exchange paper waste with Cellox tissue products. BJC then uses the waste as raw material to produce more tissue products.



- **Social benefit:** in 2022 the project has received 59,398 kilograms of recyclable tissue paper from 66 local communities, where they also received tissue products in total of 118,796 tissue rolls in exchange. The household expenses have decreased by 1,781,940 baht.
- **Business benefits:** the received recyclable tissue paper have been used to produced 39,203 kilograms of new tissue paper, which has reduced the production cost in 2022 for 392,207 baht

Extra Environmental Projects

1. Biggie Bear Recycling Project

More than 190 large-scale Big C branches nationwide are open as drop points for depositing recycled materials, plastic bottles and aluminum cans, which to be passed into the right processing process. For 2022, In collaboration with Resources management for Sustainability (3R) Foundation and Prostheses Foundation of HRH the Princess Mother;

- 2,046 kilograms of plastic bottles collected, accounted for 2,119.1 kilograms of carbon dioxide.
- 117.3 kilograms of aluminum collected, accounted for 1,070.6 kilograms of carbon dioxide



2. BJC Cellox's Big Tree Planting Project

In collaboration with suppliers and surrounding communities, BJC Cellox plant tress to increase green space for communities as well as to reduce global warming. This ongoing project has been organized since 2020. In 2022, BJC Cellox has planted 1,640 trees, with 8 local communities engaged. Since 2020, 6,204 trees have been planted.

Public Health & Community Well-being

BJC believes that everyone should have fair access to healthcare and safety. Moreover, to contribute to a stronger nation, not only promoting healthcare and safety, the company also enhanced the standard of living and the economy of its surrounding communities through various projects in 2022.

Don Jai Project

The traditional grocery stores are one of the oldest businesses in Thailand and the largest group of retail businesses, accounting for more than 40% of the market. Currently, there are over 440,000 traditional grocery stores spread throughout the country. In the past, the type of store was popular among both business owners and consumers because they provided access to a wide variety of products for all groups of consumers. Therefore, these stores have been ingrained in the Thai way of life for a long time and play a significant role in the country's economy, generating income to support communities for a long time.

Currently, the traditional grocery store business is impacted by the growth and expansion of modernized convenience stores, resulting in increased competition and numerous challenges. For example, lack of knowledge and understanding

in store management planning, technology, tools, and essential information to help manage various aspects such as store arrangement, product selection, and inventory management are among the significant challenges faced by traditional grocery store businesses. These factors make it difficult for them to compete and survive in the market. Therefore, it is necessary for these businesses to adapt and make changes to remain competitive and survive in the market.



BJC recognizes the importance of small local businesses in communities and their potential to drive sustainable economic growth in Thailand. As a result, the Don Jai project was launched with the objective of helping to address the challenges faced by local grocery stores today.

Building a Strong Ecosystem

BJC has a network of over 3,000 suppliers, with more than 30 strategic key suppliers, which offers a wide range of product options. Stores under Don Jai project have access to over 8,000 specially selected products at special pricing arrangements. One of the main benefits of linking suppliers to the Don Jai project is that manufacturers can make use of the customer data available in the store's sub-databases, such as demographic and buying patterns. This data can be leveraged to develop and produce products that better meet customers' needs, resulting in increased customer satisfaction.

Moreover, the project also serves as a channel for small and medium-sized manufacturers to distribute their products, which helps them increase their market base and improve sales growth. In addition, the manufacturers can also leverage the Don Jai project's network to promote their products effectively and conveniently to both the domestic and international markets. The Don Jai project has thus created a mutually beneficial ecosystem for both the suppliers and the stores.

Store Assistance

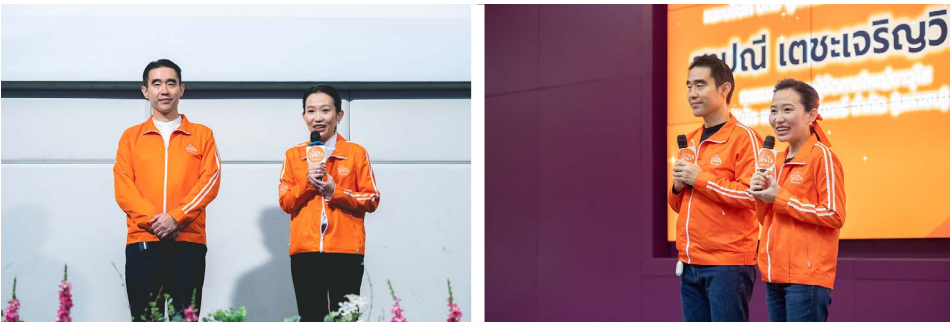
The Don Jai project provides assistance to local grocery stores by providing knowledge on systematic and standardized store management, supporting them with tools and technology

(Smart SME POS system) and essential information to help store owners manage their stores more efficiently. For example, the store owners can utilize the system to manage their customer relationship management (CRM) and implement a loyalty program for their customers in their own unique format. Moreover, the system can help the owners to manage daily sales for each product category, inventory management, product recommendations, and most importantly, track daily profits from sales. Thus, the stock can be managed more efficiently without causing shortages or unnecessary excesses.

Moreover, Don Jai also provides a delivery service directly to the stores, allowing store owners to receive their products without having to leave their stores to purchase them elsewhere. Don Jai offers various investment models for store owners to choose from, depending on their suitability in terms of location, store size, and the owner's needs. The project also assists in designing the store layout to make it modern and appealing, as well as helping store owners to consider the appropriate store size. To conclude, Don Jai is a partner in investing in the store, with a contract for business operations that is predetermined, and the store owner is not burdened with any obligations to share profits beyond this contract.

In addition to the various forms of assistance mentioned above through the Don Jai project, BJC has also established a dedicated team to work closely with Don Jai stores across all

branches. This team provides guidance, suggestions, and assistance with various tasks to ensure that the stores under the project can compete effectively with both large and small markets and benefit the community in the long run by promoting sustainable growth and contributing to the country's economic development.



Win-win for all Stakeholders

This project is a win-win solution for all stakeholders involved. The stores under the project receive support and development to modernize their businesses, operate systematically, and meet the standards, which can increase their profitability by analyzing various data such as sales, cost, and stock. At the same time, the company benefits from having a larger customer base and an additional distribution channel through Big C. Moreover, the project helps to create and

increase brand awareness among customers, promoting diversity in the products sold in each community through partnerships with over 30 companies that offer various brands and products at reasonable prices. In 2022, more than 1,000 local grocery stores were provided with support, increasing access to customers in different regions and allowing them to sell products that match the specific needs of each area.

Overall, the Don Jai Project is a great example of how a responsible corporate citizen like BJC can support local communities and businesses while also advancing its business interests. By promoting sustainable growth, the project offers a path to long-term success for all involved, and local communities all over the country stand to benefit from increased economic activity and job creation.

Don Jai project began its operation since the year 2021. As of December 2022, there are 1,000 Don Jai stores nationwide with entrepreneurs from all over the country joining in to become true owners of their own businesses. They have the freedom to choose products to sell and receive all profits without having to share with anyone else. The project aims to grow and expand its stores to more than 10,000 stores within the year 2027.



Don Jai on Tour - At the beginning of the year 2023, the company launched a campaign to promote the "Don Jai on Tour" nationwide, with the aim of raising awareness and knowledge among small business owners throughout Thailand. During the first quarter of the year, the Don Jai team began visiting major provincial capitals, such as Ubon Ratchathani, Khon Kaen, Chiang Mai, Nakhon Si Thammarat, Kanchanaburi, Songkhla, Nakhon Sawan, Rayong, and Khon Kaen. The campaign provided small business owners in these areas with in-depth knowledge and information to help them respond appropriately to changing consumer needs in their respective communities.

In addition to developing and providing knowledge to small business owners, Don Jai project also aimed to improve the education and living standards of children in each community, in line with social and economic conditions. During each tour, the company took the opportunity to donate computers and consumer goods to schools in the area. So far, the company has donated more than 200 computers and consumer goods worth over 330,000 baht.



"We believe that Don Jai stores are an important addition to the development of local grocery store businesses in Thailand, allowing them to grow and meet the diverse needs of consumers. Moreover, having a good management system will make it convenient for both entrepreneurs and customers. Most importantly, it will create a good business ecosystem for all stakeholders, including business owners, partners and suppliers who participate in the project" - Khun Thapanee Techajareonvikul.

2. Support Farmers



Thai farmers often face significant challenges in their agricultural endeavors, including unpredictable weather conditions, limited access to resources and technology, and fluctuating market prices. These challenges can result in low crop yields and financial instability, making it difficult for farmers to sustain their livelihoods. BJC recognizes the importance of supporting these farmers as key stakeholders in its value chain. By purchasing their agricultural products at fair prices, BJC is helping to provide a stable source of income for these farmers and contribute to the economic recovery of the nation. This support is crucial in helping Thai farmers overcome their pain points and achieve sustainable growth in their agricultural businesses.

In 2022, BJC purchased 24,320 tonnes of Thai fruits & vegetables directly from the farmers and 7,500 products

directly from the farmers and fishermen. This support had provided income to 840 households across Thailand, covering 8,400 Rai of farmland.

Religions and Cultures

The focus on religion and culture is one of the key goals that BJC is committed to contribute to. Each community member is company's stakeholder and potential customer. It is important that BJC constantly creates community engagement and increase satisfaction. Most communities are religious and the company is thus determined to promote the religions that are in the country, maintain good relationships with the communities, and to continue the traditions and cultures of Thailand.

1. Royal Kathin Ceremony



After the Buddhist lent period, BJC organized the annual merit-making ceremony in which new robes are presented to Buddhist monks. In 2022, BJC organized Royal Kathin Ceremony, in the name of The King, at 5 temples around the country.

2. Islamic Calendar

Islamic calendars are printed and distributed to BJC's Islamic customers every year. The calendar accurately provides important details of Islamic activities in accordance with lunar principles. In 2022, 6,000 households have received the calendar.

3. Big C Art & Culture: Thai Music Preservation

During an era of change towards high technology, modernity, and the influence of foreign cultures, it is widely accepted that "Thai traditional music" has not been given the space it deserves on the international stage or even within our own country.

Therefore, the project "Big C Art & Culture: Thai Music Preservation" is a valuable platform that not only provides opportunities for young people across the country to showcase their skills and creative ideas, but also allows them to receive

guidance from a panel of qualified experts who have real-life experience in playing Thai music at both the national and international levels.

In 2022, more than 500 children and youth participated in the competition, resulting in a business benefit as the number of customers using services on the day of the event at Big C Bangna branch exceeded 1,500 people.



ABOUT THIS REPORT

GRI 2-1, 2-2, 2-3, 2-4, 2-5

Berli Jucker Public Company Limited (BJC) and subsidiaries (hereafter “BJC”) has published the company’s 4th annual sustainability report, which serves as an additional channel for BJC to communicate and disclose its commitment, approaches, integration and performance of the corporate-wide sustainability commitment **B.J.C.**, throughout all operational supply chain for all relevant stakeholders, to inform and showcase BJC’s strategies to contribute towards the company’s vision to be **“Your Trusted Partner for a Sustainable Better Living”**.

The report comprises all of BJC’s performance and contributions towards sustainability, which includes all economic, social and environmental performances for the period between 1st January to 31st December of 2022, which is in alignment with that of financial performance for the Annual form 56 - 1 (One Report). All key contents and other aspects of performance disclosed in the 2022 report have been prepared and consolidated in accordance with the following disclosure guidelines, while details of BJC’s net profit are available in and the Annual form 56 - 1 (One Report) 2022 on PDF Page 467.

<https://bjc.listedcompany.com/misc/one-report/20230511-bjc-one-report2022-en.pdf>

The report has integrated perspective of all relevant external and internal stakeholders, ensuring a complete and comprehensive report. 2022 represents an important milestone for BJC, in which the company has been listed on the Dow Jones Sustainability Indices (DJSI), with the highest score in the Food & Staples industry of the 2022 S&P Global Corporate Sustainability Assessment. As such the report is disclosed under the **Above and Beyond** theme, evidencing BJC’s continued commitment to identify, develop and implement strategies and initiative to go Above and Beyond stakeholders’ expectations.

In order to ensure that the content of the sustainability report is accurate and adequately in alignment with the GRI Standards and material issues that are significant to BJC and its stakeholders, BJC engaged professional consultant to supervise the development of the report in accordance with international standards. The data and contents of this report has been reviewed and verified by relevant business units and departments to ensure accuracy of data.

Furthermore, BJC also engaged with verified external assurance to review, and verify the sustainability report annually. Economic performances are disclosed in conformance to the Form 56 - 1 (One Report) 2022, while social and environmental performance consolidated are subjected to independent third-party verification by Lloyd's Register International (Thailand) Limited.

The sustainability reports cover performance from three out of five core supply chains, namely Packaging Supply Chain, Consumer Supply Chain, and Modern Retail Supply Chain, while only the social performance from the Health Care Supply Chain will be included, and disclosed within the report.

Consequence to information availability restrictions, performance, only part of the Technical Supply Chain is included in the report. In 2022, environmental performance from the Thai-Scandic Steel Company limited has been included in the reporting scope. BJC has integrated past performance from the new addition into the total performance and thus did not result in significant changes.

Furthermore, only performance from subsidiaries registered in Thailand, which BJC holds over 50% shares, are reported, as such, social and environmental performance information collected and disclosed in the report account for approximately 91% of the total revenue, for both dimensions, while the performance of Full-time equivalent employees covers 91% of all employees are disclosed in the report.



Berli Jucker Public Company Limited (BJC) has reported in accordance with the GRI Standards and the GRI Standards Sector Specific Disclosure for the period of January 1 to December 31, 2022



Reporting progress on the United Nations Sustainable Development Goals (SDGs)



Disclosure in conformance with the requirements of the S&P Global Corporate Sustainability Assessment.



Communication on Progress (CoP) on the 10 Principles of the United Nations Global Compact (UNGC).

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	•	◦	•	•	•	•
6. Thai-Scandic Steel Company limited	•	•	•	•	•	•
Consumer Supply Chain						
7. Berli Jucker Cellox Company Limited	•	•	•	•	•	•
8. Rubia Industries Limited	•	•	•	•	•	•
9. Berli Jucker Foods Limited	•	•	•	•	•	•
Modern Retail Supply Chain						
10. Big C Supercenter Public Company Limited	•	•	•	•	•	•
11. Berli Jucker Logistics Company Limited	•	•	•	•	•	•
12. BJC Move Company Limited	•	•	•	•	•	•
13. Asia Books Company Limited	◦	•	◦	◦	◦	◦
14. C Smart solutions Company Limited	•	•	•	•	•	•
Healthcare and Technical Supply Chain						
15. BJH Investment Company Limited	•	•	•	•	•	•
16. White Group Public Company Limited	•	•	•	•	•	•

Remark: Economic performance including BJC, subsidiaries, and associated companies are disclosed in the annual Form 56 - 1 One Report 2022



Contact Point: For additional information or inquiries about the content published in the report, please contact the sustainability working team.

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Klongtoey, Bangkok, Thailand.

 0-2146-5999

 sustainability@bjc.co.th

BJC SUSTAINABLE DEVELOPMENT

GRI 2-14, 2-25, 2-29, 3-1, 3-2

BJC employs the corporatewide sustainability framework “B.J.C.” throughout 2022 as a core structure to navigate the volatile global trends and challenges the company face, enabling BJC to effectively identify, develop, and implement new business opportunities, which meets the requirements of relevant ESG indices and stakeholders. Despite the continued disruptions over the last two years as a consequence of the COVID-19, BJC endures its pledge towards sustainability throughout the value chain, contributing to the company’s vision to be **‘Your trusted partner for a sustainable better living’**. This is achieved through compliance with various relevant national and international standards and frameworks such as Global Reporting Initiatives (GRI), S&P Global and United Nations Sustainable Development Goals (UNSDGs), enabling BJC to appropriately manage all emerging and unpredictable risks and seize new opportunities, while reducing BJC’s negative impacts upon Environmental, Social and Governance (ESG) dimensions, promoting sustainability throughout the entire nation.

BJC Sustainability Strategy

B
Better Living

We care about energy saving, Greenhouse Gas emissions management, water management, waste reduction, packaging management and raw material sourcing.

J
Joint Success

We do to increase living quality of people. Not just quality, safety & personalized products, but also brand transparency & governance.

C
Caring for Community

We believe that all human capital are irreplaceable assets for business/company sustainable growth. Therefore, we strive to safeguard their human rights and safety in the workplace. We also believe to get along well with local community.

Materiality Topics and Boundaries

In 2022, BJC annual revision of the materiality topics, was conducted in compliance with the updated requirements of the GRI Standards 2021, to reconfirm that the materiality topics prioritized by BJC are in conformance with those of relevant internal and external stakeholders. Doing so confirms BJC's ability to identify the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships, and identify, develop and implement valid initiatives which positively contributes to the development of economy, societies and the environment, paralleled with minimizing human right violations and other sequential negative implications.

Materiality topics are identified through an extensive assessment process, which considers the view, opinions, and inputs from both relevant internal and external stakeholders, assessing sustainability issues relevant to the Food and Staple Retailing Sector. Topics are consolidated from benchmarking topics against Global and Social trends, Industry Peers and Accepted National and International Standards* and its impacts on business operations. Furthermore, BJC assesses the significance of the topic by evaluating the severity and impact of the topic to the organizational operations, including financial impacts and corporate reputation. This is achieved through the

integration of the materiality topics in the corporate enterprise risk management processes.

In 2022, the materiality assessment was conducted in accordance to the undated GRI Standards 2021, which takes into considerations the view and opinions of external stakeholders, consolidated through primary research including questionnaires, interviews and engagements with relevant stakeholders to extract information, while secondary research was conducted through desktop research for internal stakeholders and credible research articles, resulting in a more comprehensive assessment process, conducted using the principles of double materiality. Moreover in 2022, BJC also engages with Deloitte as a sustainability expert, and an Ex-President of the Health Care Supply Chain at BJC as an industry expert to gain insights about their opinions.

The annual reassessment of materiality topics in 2022 found that topics which BJC considers to be material to its operations are aligned with those of its stakeholders, and therefore representative of stakeholder's interests and expectations. The materiality topics are then presented to relevant internal stakeholders, including top management and executives' members for endorsements, prior to publication in the annual sustainability report.

*World Economic forum, S&P Global, UNGC, SASB, MSCI, and Sustainalytics.



Materiality Consolidation Process

1. Identification

BJC identifies relevant material issues through the assessment of internal processes such as the quarterly Enterprise Risk Management (ERM) process and external influences such as global trends, business strategies, risks and opportunities impacts on business, business direction of sustainability, relevant national and international standard requirements and relevant BJC stakeholder interests. BJC also considers the material issues from previous years.

2. Prioritization

BJC prioritize reporting on material topics that represent the most significant impacts on the economy, environment, and social, including impacts on their human rights. This process is achieved by ongoing identification and assessment of impacts, which involves engaging with relevant internal stakeholders through the quarterly Enterprise Risk Management (ERM) process and external stakeholders and experts, utilizing the double materiality principles to attain a more insightful assessment.

3. Validation

Materiality topics are then presented to the Sustainable Development Committee, who is appointed by the Board of Directors (BOD) to be accountable for reviewing, evaluating, and validating the results of the materiality assessment, and approves the information for public disclosure.

4. Review and Publish

The materiality topics are disclosed in the annual Sustainability Report (SR), which are then sent to each relevant business units for review and approval, prior to BJC publication of the annual Sustainability Report.

For more information, see 'BJC Materiality Topic and Boundaries' at <https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdetail&id=3>

BJC as an industry expert to gain insights about their opinions, prior to being reviewed and approved by the Sustainable Development Committee (SDC), which the Board of Directors has appointed to oversee all sustainability related topics within BJC. The annual reassessment of materiality topics in 2022 found that topics which BJC considers to be material to its operations are aligned with those of its stakeholders, and therefore representative of stakeholder's interests and expectations. The materiality topics are then presented to relevant internal stakeholders, including top management and executives' members for endorsements, prior to publication in the annual Sustainability Report.

Stakeholder Identification and Engagements

BJC complies with the updated GRI Standard 2022, including the reevaluation of key stakeholders, which can be identified and prioritized through the Stakeholder Prioritization Workshop, conducted internally. The workshop was participated by BJC Sustainability Working Group, consisting of all relevant business unit head representatives of BJC, in addition to Human Resource, and Investors Relations. The workshop was conducted as follow.



BJC Key Stakeholders 2022

In 2022, following the Stakeholder Identification and Engagement Workshop, BJC has confirmed that the following stakeholder groups are the most relevant to BJC. The objective of BJC's engagement with stakeholders is to identify actual and potential impacts the material topics could potentially cause and determine prevention and mitigation responses to these positive and negative impacts accordingly. The results of these engagements have since been integrated into the consolidation of the material topics. In addition, BJC continuously seek to ensure a meaningful engagement with stakeholders, achieved by fostering a two-way communication with relevant stakeholder groups, enabling BJC to effectively and accurately update material topics annually.

BJC Key Stakeholders 2022



In addition to the views of relevant stakeholder groups, BJC has also integrated views from relevant experts into the consolidation process. These are identified through BJC’s representatives of external experts, whom are influential to BJC business operations, such as regulators and industry experts.

BJC Materiality Topics 2022

BJC Materiality Topics 2022	
1.	Supply Chain Management
2.	Product Safety & Quality
3.	Data & Cybersecurity Privacy Protection
4.	Technology, Innovation, R&D
5.	Climate Strategy
6.	Energy Management
7.	Sustainable Packaging
8.	Employee Management
9.	Community Development
10.	Human Rights, Diversity and Inclusion

Changes to the Materiality Topics in 2022

In 2022, BJC have a total of 10 materiality topics, compared to the 18 in 2021. This change is in compliance with the method of the World Business Council for Sustainable Development (WBCSD), which encourages companies to have between 7 to 12 total materiality topics, enabling companies to develop and report a more consist Sustainability Report. Changes includes:

- The 2022 report will not follow the ‘B.J.C.’ layout, like the 2021 report. Instead, the 2022 report will follow the Economic, Environment and Social layout.
- The topic of ‘Risk and Crisis Management’ has been changed to ‘Risk Management & Compliance’ and has been consolidated under the Corporate Governance Chapter, as it is a business-as-usual process in which BJC conducts annually, and therefore is no longer viewed as a material issue within BJC.

- The topic of ‘Sustainable Supply Chain Management’ has been changed to ‘Supply Chain Management’, to be more inclusive of both supply chain and sustainable agricultural practices within the chapter.
- The topic of ‘Cybersecurity and Data Privacy’ has been changed to ‘Data & Cybersecurity Privacy Protection’, to be more inclusive of both data security, cyber security, and privacy protection.
- The topic of ‘Product Health, Quality, Safety and Nutrition’ has been changed to ‘Product Safety & Quality’, to be more inclusive of the sub-topics within the chapter, which also include disclosure about ‘Health and Nutrition’, ‘GMO’ and ‘Customer Relationship Management’.
- The topic of ‘Biodiversity Commitment’ has been changed to ‘Environmental Management & Biodiversity’ and fall under the ‘Climate Strategy’ Chapter, to include reporting scope of all environmental aspects and performances.
- The topic of ‘Response to Climate Change and Energy Management’ has been separated into ‘Climate Strategy’, which will emphasize BJC’s commitments and targets and ‘Energy Management’, which will report about implemented initiatives and results from the reporting year. This enables BJC to better demonstrate its commitment towards climate change in the climate strategy chapter, while emphasize on projects and performance in the energy chapter.
- The topic of ‘Water Management’ has been consolidated to fall under the ‘Climate Strategy’ chapter, since water is a natural resource which may contribute to climate change if poorly managed.
- The topic of ‘Waste Management’ has been consolidated to fall under the ‘Sustainable Packaging’ chapter, which will also report about the topic of ‘Food Loss & Waste’. Allowing for a more comprehensive reporting within one chapter.
- The topic of ‘Responsible Raw Material Sourcing’ has been changed to ‘Sustainable Agricultural Practices’ and fall under the ‘Supply Chain Management’ chapter, to be more inclusive of all agricultural practices.
- The topic of ‘Community Contribution and Development’ has been renamed to ‘Community Development’, to give a broader disclosure of all community related initiatives.
- The Topic of ‘Human Rights’ has been renamed to ‘Human Rights, Diversity and Inclusion’, to be more comprehensive of all human right related commitment and initiatives.
- The topic of ‘Employee Development’ has been renamed to ‘Human Capital Development’ and fall under the ‘Employee Management’ Chapter, along with ‘Labour Practices’, ‘Talent Attraction & Retention’, ‘Occupational Health and Safety’ and ‘Living Wage’, to consolidate all employee related commitment and initiatives under one chapter.

SUSTAINABILITY PERFORMANCE DATA BREAKDOWN 2022

Sustainability Performance Data Breakdown 2022: Environmental

Direct Greenhouse Gas Emissions

Direct GHG (Scope 1)	Unit	2019	2020	2021	2022
Total Direct Greenhouse Gas Emissions (Scope 1)	Metric Tonnes CO2 Equivalents	483,234	416,548	502,707	506,849
Data Coverage (as % of Denominator)	Percentage of Total Revenue	87.69	87.58	89.98	91.37

Remark: In 2022, Environmental performance from Thai-Scandic Steel Company Limited (TSS) has been included in the disclosed, for the past performance.

Indirect Greenhouse Gas Emissions

Direct GHG (Scope 2)	Unit	2019	2020	2021	2022
Indirect Greenhouse Gas Emissions from Energy Purchased and Consumed (Scope 2) – Location-based	Metric Tonnes CO2 Equivalents	715,128	603,447	616,037	608,933
Indirect Greenhouse Gas Emissions from Energy Purchased and Consumed (Scope 2) – Market-based	Metric Tonnes CO2 Equivalents	729,841	628,811	652,211	618,065
Data Coverage (as % of Denominator)	Percentage of Total Revenue	87.69	87.58	89.98	91.37

Remark: In 2022, Environmental performance from Thai-Scandic Steel Company Limited (TSS) has been included in the disclosed data, for the past performance. In 2022, consequent to a more accurate data collection, the significant performance reduction results from the exclusion of emissions from rental properties.

Scope 3 Greenhouse Gas Emissions: For Scope 3 GHG Emissions, please see website here, <https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=16>

Energy Consumption (Within the Organization)

Total Energy Consumption	Unit	2019	2020	2021	2022
Total Energy Consumption	MWh	3,107,824	3,303,415	2,903,463	2,874,570
Total Non-renewable Energy Consumption	MWh	3,083,499	3,261,692	2,850,909	2,816,644
Total Renewable Energy Consumption	MWh	24,325	41,723	52,554	57,926
Data Coverage (as % of Denominator)	Percentage of Total Revenue	87.69	87.58	89.98	91.37

Remark: In 2022, Environmental performance from Thai-Scandic Steel Company Limited (TSS) has been included in the disclosed data, for the past performance.

Energy Consumption (Outside the Organization)

Total Energy Consumption	Unit	2019	2020	2021	2022
Total Energy Consumption	MWh	N/A	245,797	251,606	242,415

Remark: In 2022, Environmental performance from Thai-Scandic Steel Company Limited (TSS) has been included in the disclosed data, for the past performance.

Water Consumption

Water Consumption	Unit	2019	2020	2021	2022
A. Withdrawal: Total Municipal Water Supplies (or from other water utilities)	Million Cubic Meters	10.85	9.58	8.40	8.22
B. Withdrawal: Fresh Surface Water (lakes, rivers, etc.)	Million Cubic Meters	0.08	0.02	0.13	0.12
C. Withdrawal: Fresh Groundwater	Million Cubic Meters	0.18	0.18	0.07	0.16
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	5.17	5.23	4.70	4.35
E. Total Net Fresh Water Consumption (A+B+C-D)	Million Cubic Meters	5.94	4.55	3.84	4.15
Data Coverage (as % of Denominator)	Percentage of Total Revenue	87.69	87.58	89.98	91.37

Remark: In 2022, Environmental performance from Thai-Scandic Steel Company Limited (TSS) has been included in the disclosed data, for the past performance.

Waste Disposal

Waste Disposal	Unit	2019	2020	2021	2022
Total Waste Generated	Metric Tonnes	137,236	73,789	101,923	84,258
Total Waste Recycled/Reused	Metric Tonnes	37,277	33,056	20,441	28,497
Total Waste Disposal	Metric Tonnes	97,653	39,780	79,176	55,761
- Waste Landfilled	Metric Tonnes	93,768	38,902	74,322	53,748
- Waste Incinerated with Energy Recovery	Metric Tonnes	2,501	342	2,139	826
- Waste Incinerated without Energy Recovery	Metric Tonnes	1,384	536	120	47
- Waste Otherwise Disposed	Metric Tonnes	0	0	2,595	1,140
TGI recovered 889 tonnes of 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.					
- Waste with Unknown Disposal Method	Metric Tonnes				
Data Coverage (as % of Denominator)	Percentage of Total Revenue	87.69	87.58	89.98	91.37

Remark: In 2022, Environmental performance from Thai-Scandic Steel Company Limited (TSS) has been included in the disclosed data, for the past performance.

Food Loss & Waste Impact

Food Loss & Waste	Unit	2019	2020	2021	2022
A) Total Weight of All food Loss & Waste	Metric Tonnes	18,610	13,268	21,226	18,942
B) Total Weight of Food Loss & Waste Volumes Used for Alternative Purposes	Metric Tonnes	1,992	2,020	2,102	2,781
C) Total Discarded (A-B)	Metric Tonnes	16,618	11,248	19,124	16,161
D) Food Loss & Waste Intensity	Metric Tonnes	0.19	0.14	0.25	0.19
E) Coverage	Metric Tonnes	87.69	87.58	89.98	91.37

Packaging Materials

Packaging Materials	Coverage (% of Cost of Foods Sold)	Total Weight (Metric Tonnes)	Recycled and/or Certified Materials (% of Total Weight)	Target 2022 (% of Total Weight)
Wood/Paper Fiber Packaging	91.92	43,439	88%	37%
Metal (e.g. Aluminum or Steel) Packaging	91.92	1,562	24%	20%
Glass Packaging	91.92	228	100%	100%

Sustainability Performance Data Breakdown 2022: Social

Employees

Performance	Unit	2019		2020		2021		2022	
		Male	Female	Male	Female	Male	Female	Male	Female
Total Number of Employees	Person	40,491		35,400		37,980		34,046	
		16,802	23,689	14,291	21,109	14,857	23,123	13,742	20,304
Employees by Employment Contract									
Total Employees with Permanent Contracts	Person	39,640		35,187		37,980		34,046	
		16,516	23,124	14,208	20,979	14,857	23,123	13,742	20,304
Total Employees with Temporary Contracts	Person	851		213		0		0	
		286	565	83	130	0	0	0	0
Employees by Employment Type									
Total Full-time Employees	Person	35,428		29,373		37,980		34,046	
		14,943	20,485	11,934	17,439	14,857	23,123	13,742	20,304
Total Part-time Employees	Person	5,063		6,027		0		0	
		1,859	3,204	2,357	3,670	0	0	0	0

Remark: Data as of year-end 2022, total 22 Companies in BJC BigC Group exclude JV.

Hiring

Hiring		2019		2020		2021		2022	
		Male	Female	Male	Female	Male	Female	Male	Female
Total Number of New Employee Hires		36,205		19,299		22,019		18,184	
		13,396	22,809	7,222	12,077	7,984	14,035	6,910	11,274
Percentage of Total Employees		33.08	56.33	20.40	34.12	21.02	36.95	20.30	33.11
Percentage of Open Positions Filled by Internal Candidates (Internal Hires)		22.8		51.4		40.3		39.8	
Average Hiring Cost/FTE Currency : THB-Baht		3,449		3,378		1,498		1,468	
New Employee Hires by Age Group									
<30 years	Person	28,093		14,485		16,482		13,504	
		10,702	17,391	5,646	8,839	6,186	10,296	5,259	8,245
	Percentage of Total Employees	26.43	42.95	15.95	24.97	16.29	27.11	15.45	24.22
30 -50 years	Person	8,023		4,767		5,517		4,641	
		2,655	5,368	1,549	3,218	1,789	3,728	1,633	3,008
	Percentage of Total Employees	6.56	13.26	4.38	9.09	4.71	9.82	4.80	8.84
50 years	Person	89		47		20		38	
		39	50	27	20	9	11	18	20
	Percentage of Total Employees	0.10	0.12	0.08	0.06	0.02	0.03	0.05	0.06

Employee Turnover Rate

Employee Turnover Rate	2019	2020	2021	2022
Total Employee Turnover Rate	68	62	48	45
Voluntary Employee Turnover Rate	58	46	42	33
Data Coverage (as % of all FTEs Globally)	100	100	100	100

Employee Turnover Rate

Total Employee Turnover Rate (%)			Voluntary Employee Turnover Rate (%)	
Gender	2021	2022	2021	2022
Female	30.47	29.00	26.58	20.94
Male	18.39	16.58	16.28	12.40
Age Group	2021	2022	2021	2022
More than 50 years	0.50	0.67	0.28	0.44
Between 30 to 50 years	15.07	16.41	13.07	12.79
Less than 30 years	33.29	28.50	29.51	20.10
Management Level	2021	2022	2021	2022
Top Management	0.01	0.01	0.01	0.01
Management	0.16	0.24	0.11	0.21
Junior Management	0.40	0.66	0.37	0.64
Supervisor	1.30	2.33	1.15	2.15
Officer	46.99	42.34	41.22	30.34

Training & Development Inputs

Training & Development Inputs	Unit	2019		2020		2021		2022	
		Male	Female	Male	Female	Male	Female	Male	Female
Average hours per FTE of training and development	Hours	71		114		116		123	
		65	77	109	119	115	118	122	123
Average amount spent per FTE on training and development	THB Baht	6,013		567		467		1,041	
		5,870	6,155	583	551	510	440	1,022	1,060

Average Training Hours of Employees by Employee Category	Unit	2019	2020	2021	2022
Top Management	Hours	102	148	116	124
Management	Hours	60	170	127	126
Junior Management	Hours	34	168	143	124
Supervisor	Hours	55	74	128	122
Officer	Hours	68	108	114	122

Diversity and Equal Opportunity

Diversity and Equal Opportunity	Unit	2019		2020		2021		2022	
		Male	Female	Male	Female	Male	Female	Male	Female
Employee by Age									
<30 years	Person	7,852	11,075	6,469	9,498	6,888	10,988	6,035	8,831
	Percentage (%)	19.39	27.35	18.27	26.83	18.14	28.93	17.73	25.94
30 - 50 years	Person	8,108	11,556	7,153	10,857	7,334	11,382	6,886	10,443
	Percentage (%)	20.02	28.54	20.21	30.67	19.31	29.97	20.23	30.60
>50 years	Person	842	1,058	669	754	635	753	821	1,030
	Percentage (%)	2.08	2.61	1.89	2.13	1.67	1.98	2.41	3.03
Employee by Employee Category									
Top Management	Person	31	26	22	10	19	13	11	12
	Percentage (%)	0.08	0.06	0.06	0.03	0.05	0.03	0.03	0.04
Management	Person	210	151	212	194	209	197	206	189
	Percentage (%)	0.52	0.37	0.60	0.55	0.55	0.52	0.61	0.56

Junior Management	Person	428	403	453	530	481	563	486	551
	Percentage (%)	1.06	1.00	1.28	1.50	1.27	1.48	1.37	1.62
Supervisor	Person	1,370	1,244	1,492	1,786	1,663	2,140	1,907	2,384
	Percentage (%)	3.38	3.07	4.21	5.05	4.38	5.63	5.60	7.0
Officer	Person	14,763	21,865	12,112	18,589	12,485	20,210	11,150	17,168
	Percentage (%)	36.46	54.00	34.21	52.51	32.87	53.21	32.75	50.43

Country	Total Employees	Permanent Contracts	Temporary Contracts
Thailand (FTE-Local 22 Companies)	35,021	34,046	0
Malaysia	123	87	36
Laos	442	142	300
Vietnam	6,147	5,785	362
Cambodia	280	280	0

Remark: Data as of year-end 2022, total 22 Companies in BJC Group, excluding JV.

Workforce Breakdown: Gender

Diversity Indicators	Percentage (0-100%)	Target
Share of women in total workforce (as % of total workforce)	59.63	55 Target Year: 2025
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	52.33	50 Target Year: 2025

Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	54.07	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)	52.17	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.)	51.94	50 Target Year: 2025
Share of women in STEM-related positions (as % of total STEM positions)	45.6	50 Target Year: 2025

Workforce Breakdown: Nationality

Nationality	% of Total Workforce	% of Total Management Workforce
Thai	84.40	75.63
SEA (Vietnamese, Malaysian, Cambodian, Lao)	15.59	24.21
Other (American, Chinese, etc.)	0.01	0.16

Gender Pay Indicators

Indicator	Difference between Men and Women Employees (%)	Female (1.00) : Male
Mean Gender Pay Gap	6.54	1 : 1.07
Median Gender Pay Gap	1.01	1 : 0.99
Mean Bonus Gap	1.96	1 : 1.02
Median Bonus Gap	0	1 : 1

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

Gender Pay Indicators: Employee Category

Gender Pay Indicators: Employee Category	Female (1.00): Male			
	Salary		Bonus	
	Mean	Median	Mean	Median
Top Management	1.21	1.15	1.85	0.96
Management	0.99	1.02	0.93	0.96
Junior Management	1.01	1.00	1.16	1.15
Supervisor	1.04	1.07	1.21	1.23
Officer	0.99	0.97	0.84	1.13

Gender Pay Indicators: Region

Gender Pay Indicators: Region	Female (1.00): Male			
	Salary		Bonus	
	Mean	Median	Mean	Median
North	0.99	0.98	0.98	1.01
North-East	1.03	0.95	1.01	1.01
Central	1.11	1.06	1.31	1.37
East	1.13	0.95	1.21	1.04
West	1.04	0.99	1.02	1.00
South	1.04	0.97	1.04	1.00

Freedom of Association

% of employees represented by an independent trade union or covered by collective bargaining agreements	3.63
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Trend of Employee Engagement

Employee Engagement	Unit	2019		2020		2021		2022		Target 2022
Employee Engagement	Percentage of Actively Engaged Employees	83		74		70		75		75
		M	F	M	F	M	F	M	F	
		83	83	72	75	70	69	74	75	
Data Coverage	Percentage of Total Employees	84		98		100		100		

Remark: The number of respondents is representative of the total FTE.

Percentage (%) of Actively Engaged Employees			
Age Group	2020	2021	2022
More than 50 years	69	72	77
Between 30 to 50 years	74	68	73
Less than 30 years	76	73	70
Management Level	2020	2021	2022
Top Management	92	63	92
Management	67	69	72
Junior Management	67	70	69
Supervisor	68	68	72
Officer	74	7	75

Fatalities

Fatalities	2019	2020	2021	2022	Target 2022
Employee	0	0	0	0	0
Contractor	0	0	0	0	0

LTIFR - Employee

LTIFR - Employee	Unit	2019	2020	2021	2022	Target 2022
Employee	n/millions of Hours Worked	2.26	3.29	1.98	1.79	1.93
Coverage	% of Revenue	87.69	87.58	89.98	91.37	

Remark: In 2022, Medical treatment = 109 cases, Injury frequency rate (IFR) = 3.8

LTIFR - Contractor

LTIFR - Contractor	Unit	2019	2020	2021	2022	Target 2022
Contractor	n/millions of Hours Worked	0.87	0.79	0.57	0.51	0.55
Data Coverage	% of Revenue	87.69	87.58	89.98	91.37	

Remark: In 2022, Medical treatment = 6 cases, Injury frequency rate (IFR) = 0.68

Working Hours

Working Hours	Hours
Employee	84,550,727
Contractor	27,187,478

GRI CONTENT INDEX

Material Topics Disclosure

NOTE: Please access website link from summary table below GRI Content Index

Disclosures		Chapter	Page/Website /Omission	PDF	Omission		
					Requirement(s) Omitted	Reason	Explanation
The Organization and its Reporting Practices							
2-1	Organizational details	About this report, Organization overview	8, 9, 176, 179	11, 12, 179, 182			
2-2	Entities included in the organization’s sustainability reporting	About this report	178	181			
2-3	Reporting period, frequency, and contact point	About this report	176,179	179,182			
2-4	Restatements of information	About this report	177 There was no significant change from the previous reporting period	180			
2-5	External Assurance	About this report	209	212			
		Website: Assurance Statement	Website 1	All			
Activities and Workers							
2-6	Activities, value chain and other business relationships	Organization overview	10-12	13-15			
2-7	Employees	Sustainability Performance Data Breakdown 2022	189	192			
2-8	Workers who are not employees	Website: Employee Management	Website 2				

Disclosures		Chapter	Page/Website /Omission	PDF	Omission		
					Requirement(s) Omitted	Reason	Explanation
Governance							
2-9	Governance structure and composition	Website: Corporate Governance	Website 3				
2-10	Nomination and selection of the highest governance body						
2-11	Chair of the highest governance body						
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance	13	16			
2-13	Delegation of responsibility for managing impacts	Corporate Governance	15-16	18-19			
2-14	Role of the highest governance body in sustainability reporting	Corporate Governance	17	20			
2-15	Conflicts of interest	Corporate Governance	14	17			
2-16	Communication of critical concerns	Corporate Governance	19-20	22-23			
2-17	Collective knowledge of the highest governance body	Website: Corporate Governance	Website 3				
2-18	Evaluation of the performance of the highest governance body	Corporate Governance	14-15	17-18			

Disclosures		Chapter	Page/Website /Omission	PDF	Omission		
					Requirement(s) Omitted	Reason	Explanation
2-19	Remuneration policies	Website : Corporate Governance	Website 3				
2-20	Process to determine remuneration						
2-21	Annual total compensation ratio						
Strategy, Policies and Practices							
2-22	Statement on sustainable development strategy	Message from the CEO	2-3	5-6			
2-23	Policy commitments	Corporate Governance	18	21			
2-24	Embedding policy commitments	Corporate Governance	17	20			
2-25	Processes to remediate negative impacts	Corporate Governance	19	22			
		Community Development	161-162	164-165			
		BJC Sustainable Development	180-185	183-188			
2-26	Mechanisms for seeking advice and raising concerns	Corporate Governance	19	22			
2-27	Compliance with laws and regulations	Corporate Governance	BJC has zero instances of non-compliance with laws and regulation				
2-28	Membership associations	Website: BJC Materiality Topics and Boundaries	Website 4				

Disclosures		Chapter	Page/Website /Omission	PDF	Omission		
					Requirement(s) Omitted	Reason	Explanation
Stakeholder Engagement							
2-29	Approach to stakeholder engagement	BJC Sustainable Development	183-184	186-187			
		Website: BJC Materiality Topics and Boundaries	Website 4				
2-30	Collective bargaining agreements	Sustainability Performance Data Breakdown 2022 Freedom of Association	196	199			

Material Topics Disclosure

Disclosures		Chapter	Page/Website /Omission	PDF	Omission		
					Requirement(s) Omitted	Reason	Explanation
Material Topics							
3-1	Process to determine material topics	Materiality Assessment	182	185			
3-2	List of material topics	Materiality Assessment	184	187			

Topics-specific Disclosure

GRI Standards	Disclosures	Chapter	Page /Website	PDF	External Assurance	Omission		
						Requirement(s) Omitted	Reason	Explanation
Corporate Governance								
Material Topics								
3-3	Management of material topics	Corporate Governance	13-21	16-24				
Product Safety & Quality								
3-3	Management of material topics	Product safety & quality	34-51	37-54				
416-1	Assessment of the health and safety impacts of product and service categories	Product safety & quality	36, 39, 41-43	39, 42, 44-46				
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product safety & quality	35-36, 43	38-39 , 46				
Supply Chain Management								
3-3	Management of material topics	Supply Chain Management	52-64	55-67				
308-1	New suppliers that were screened using environmental criteria	Supply Chain Management	54	57				
308-2	Negative environmental impacts in the supply chain and actions taken	Supply chain management	52, 54	55, 57				
414-1	New suppliers that were screened using social criteria	Supply chain management	54	57 100% of new suppliers were screened using social criteria				
414-2	Negative social impacts in the supply chain and actions taken	GRI Index	No negative social impacts in the supply chain			a, b, c, d, e	Information unavailable	BJC has not tracked the supplier social impacts

GRI Standards	Disclosures	Chapter	Page /Website	PDF	External Assurance	Omission		
						Requirement(s) Omitted	Reason	Explanation
Technology & Innovation								
3-3	Management of material topics	Technology & innovation	65-71	68-74				
203-1	Infrastructure investments and services supported	Technology & innovation	69	72				
203-2	Significant indirect economic impacts	Technology & innovation	66- 67, 69-70	69- 70, 72-73				
Data & Cybersecurity Privacy Protection								
3-3	Management of material topics	Data & Cybersecurity Privacy Protection	72-79	75-82				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data & Cybersecurity Privacy Protection 2022	72-73	75-76				
Climate Strategy								
3-3	Management of material topics	Climate strategy	81-86	84-89				
201-2	Financial implications and other risks and opportunities due to climate change	TCFD report	Website 5					
305-1	Direct (Scope 1) GHG emissions	Sustainability Performance Data Breakdown 2022	186	189	√			
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Performance Data Breakdown 2022	186	189	√			
305-3	Other indirect (Scope 3) GHG emissions	Website: Climate Change	Website 6					
305-4	GHG emissions intensity							
305-5	Reduction of GHG emissions	Energy Management	108	111				

GRI Standards	Disclosures	Chapter	Page /Website	PDF	External Assurance	Omission		
						Requirement(s) Omitted	Reason	Explanation
305-6	Emissions of ozone-depleting substances (ODS)					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					a, b, c	Not applicable	Disclosure is not applicable due to BJC's nature of business
Waste Management								
3-3	Management of material topics	Sustainable Packaging	111-127	114-130				
306-1	Waste generation and significant waste-related impacts	Sustainable Packaging	111-112	114-115				
306-2	Management of significant waste-related impacts	Sustainable Packaging	112-127	115-130				
306-3	Waste generated	Website: Waste Management			√			
306-4	Waste diverted from disposal				√			
306-5	Waste directed to disposal				√			
Energy Management								
3-3	Management of material topics	Energy Management	103-110	106-113				
302-1	Energy consumption within the organization	Sustainability Performance Data Breakdown 2022	187	190	√			
302-2	Energy consumption outside the organization	Sustainability Performance Data Breakdown 2022	187	190				
302-3	Energy intensity	Website: Energy Management	Website 8					

GRI Standards	Disclosures	Chapter	Page /Website	PDF	External Assurance	Omission		
						Requirement(s) Omitted	Reason	Explanation
302-4	Reduction of energy consumption	Sustainability Performance Data Breakdown 2022	107	110				
302-5	Reductions in energy requirements of products and services					a, b, c	Information unavailable	BJC has not tracked the energy emission of product
Sustainable Packaging								
3-3	Management of material topics	Sustainable Packaging	111-113	114-116				
301-1	Material used by weight or volume	Website: Waste Management	Website 7					
301-2	Recycled input material used	Sustainability Performance Data Breakdown 2022	189	192				
301-3	Reclaimed products and their packaging materials	Sustainable Packaging	114-115, 121-122	117-118, 124-125				
Water Management								
3-3	Management of material topics	Water Related Risks	94-101	97-104				
303-1	Interactions with Water as a Shared Resource	Water Related Risks	94-95	97-98				
303-2	Management of Water Discharge-related Impacts	Water Related Risks	94-101	97-104				
303-3	Water Withdrawal	Sustainability Performance Data Breakdown 2022	187	190	√			
		Website: Water Management	Website 9					
303-4	Water Discharge	Website: Water Management	Website 9		√			
303-5	Water Consumption	Sustainability Performance Data Breakdown 2022	187	190	√			
		Website: Water Management	Website					

GRI Standards	Disclosures	Chapter	Page /Website	PDF	External Assurance	Omission		
						Requirement(s) Omitted	Reason	Explanation
Employee Management								
3-3	Management of material topics	Employee Management	129-149	132-152				
401-1	New employee hires and employee turnover	Sustainability Performance Data Breakdown 2022	190-191	193-194				
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Website: Employee Management	Website 10					
401-3	Parental leave	Website: Employee Management	Website 10					
402-1	Minimum notice periods regarding operational changes	Employee management	141	144				
403-9	Work-related injuries	Employee Management	144-146	147-149	√			
404-1	Average hours of training per year per employee	Sustainability Performance Data Breakdown 2022	191-192	194-195				
404-2	Programs for upgrading employee skills and transition assistance programs	Employee management	131-135	134-138				
404-3	Percentage of employees receiving regular performance and career development reviews	Employee management	139	142				
Human rights, Diversity and Inclusion								
3-3	Management of material topics	Human rights, diversity and inclusion	150-158	153-161				
405-1	Diversity of governance bodies and employees	Human rights, diversity and inclusion	192-193	195-196				

GRI Standards	Disclosures	Chapter	Page /Website	PDF	External Assurance	Omission		
						Requirement(s) Omitted	Reason	Explanation
405-2	Ratio of basic salary and remuneration of women to men	Sustainability Performance Data Breakdown 2022 -Gender Pay Indicators: Employee category	195	198	√			
406-1	Incidents of discrimination and corrective actions taken	Human rights, diversity and inclusion	153	156				
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	152	155				
408-1	Operations and suppliers at significant risk for incidents of child labor	Human rights, diversity and inclusion	151	154				
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human rights, diversity and inclusion	151	154				
Community Development								
3-3	Management of material topics	Community development	159-175	162-178				
413-1	Operations with local community engagement, impact assessments, and development programs	Website 11						
413-2	Operations with significant actual and potential negative impacts on local communities	Community development	159	162				

GRI Content Index Website Summary

GRI Criteria		Website Number	Link
2-5	External Assurance	Website 1	https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=84
2-8	Workers who are not employees	Website 2	https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=36
2-9	Governance structure and composition	Website 3	https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=9
2-10	Nomination and selection of the highest governance body		
2-11	Chair of the highest governance body		
2-17	Collective knowledge of the highest governance body		
2-19	Remuneration policies		
2-20	Process to determine remuneration		
2-21	Annual total compensation ratio		
2-28	Membership associations	Website 4	https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdetail&id=3
2-29	Approach to stakeholder engagement		
201-2	Financial implications and other risks and opportunities due to climate change	Website 5	https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=57
305-3	Other indirect (Scope 3) GHG emissions	Website 6	https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=16
305-4	GHG emissions intensity		
306-3	Waste generated	Website 7	https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=19
306-4	Waste diverted from disposal		
306-5	Waste directed to disposal		
301-1	Material used by weight or volume		
302-3	Energy Intensity	Website 8	https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=18
303-3	Water Withdrawal	Website 9	https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=20
303-4	Water Discharge		
303-5	Water Consumption		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Website 10	https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=36
401-3	Parental leave		
413-1	Operations with local community engagement, impact assessments, and development programs	Website 11	https://sustainability.bjc.co.th/frontend/web/index.php?r=page%2Fcontent&id=39

ASSURANCE STATEMENT 2022

Berli Jucker Public Company Limited (BJC) continuously seeks to disclose the most comprehensive, transparent, and credible report to showcase BJC's sustainability commitment and performance. To foster this transparency and credibility, BJC seek credible and reputable third-party organizations to verify the data and performance disclosed within the Sustainability Report. These external third-party are selected based on specified criteria such as GRI certification, experience, scope of service, and price, before final selection with relevant internal authorized department.

Following the selection process, LRQA (Thailand) Limited was selected as the certified body, due to their capability and high-quality performance to verify the data in accordance with the ISAE 3000 standards. Details of the verification, including what has been assured and on what basis, the level of assurance obtained and any limitations of the assurance process can be found in the Assurance Statement in the company website

<https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=84>



