

Berli Jucker

Corporate Presentation 2021

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KEY AGENDA

BJC Overview

BJC Future Direction

BJC Performance

- Overall Performance
- Financial Performance by Supply Chain
- Operational Update

BJC Growing Sustainably

BJC Overview

BJC - Part of TCC Group



TCC GROUP

Real Estate



Listed on SET
Market Cap:
US\$4.5bn



Listed on SGX
Market Cap:
US\$3.2bn



Market Cap: US\$2.9bn



Market Cap: US\$3.6bn



Market Cap: US\$0.8bn

- Combined worldwide interest in real estates such as:
 - Hotels
 - Serviced apartments
 - Industrial facilities.
 - Retail malls
 - Commercial buildings, office and business space properties.

Food & Beverage



Listed on SGX
market cap: US\$12.6bn

Listed entities



- A leading beverage company in southeast Asia and the largest in Thailand.
- Consisting of four segments: Spirits, Beer, Non-alcohol and Food.
- Extensive distribution network across ASEAN.
- Most recognized brands; Ruangkhao, Sangsom, Mekhong, Hongthong, Blend285, Grand Royal, Old Pulteney, Chang beer, Saigon beer, Oishi greentea, 100plus, est, Crystal, Oishi restaurants and KFC.

Industrial Trading, Consumer Products and Retail & Distribution



Listed on SET
market cap: US\$4.3bn



- Integrated supply-chain across Southeast Asia in the following sectors:
 - Packaging
 - Consumer
 - Healthcare
 - Technical
 - Modern Retail
 - Retail Management

Insurance & Financial Services



Listed on SET
Market Cap: US\$0.4bn



- Provides both life and non-life insurances.
- Offers financial solutions including hire purchase, supply chain financing and long-term loan.

Agriculture & Industrial



Private



- Agricultural and related business arm of TCC Group. Its operations include planting, preliminary processing, manufacturing, marketing, trading and other related activities.
- Sugarcane & Sugar mills
- Food Processing (Pineapple & canned food)
- Plantation (Rubber, Palm Oil, Coffee and Economic crops)
- Trading (Physical & Future Market)
- Fertilizer

Note: Market data as 18 May 2022

USD to THB exchange rate = 34.59, USD to SGD exchange rate= 1.39

* Licensed by BJC Group, ** Managed by BJC Group

BJC Supply Chains



Group

- Listed on the SET since 1975
- TCC Group, a major shareholder holds directly 66% of BJC's outstanding shares

- 2021 Sales: THB 138,465m (US\$ 4,234m)
- 2021 Total Revenues: THB 150,139m (US\$ 4,591m)
- 2021 EBIT: THB 9,888m (US\$ 302m)
- 2021 Net Profit: THB 3,585m (US\$ 110m)
- 2021 EBITDA: THB 18,930m (US\$ 579m)

Division

Packaging Supply Chain 14%



- Overview:** Designs, manufactures, markets, distributes and sells packaging products.
- Products:** Glass, Aluminum Can and Plastic Packaging.

- 1** Largest glass packaging manufacturer in Asean
- 1** Largest aluminum can manufacturer in Thailand

FY21 Revenue: US\$ 610 mn
FY21 EBITDA: US\$ 158 mn
FY21 Net Profit: US\$ 66 mn

Consumer Supply Chain 16%



- Overview:** Manufactures and distributes consumer products and services for both owned brands and third parties.
- Products:** Foods, Non-Foods, Logistics & Distribution, and International trading business.

Thailand

- 1** Beauty bar soap, Tissue in medium and economy segment, Rice crackers
- 2** Premium Tissue, Multi-purpose towel, Potato chip

FY21 Revenue: US\$ 694 mn
FY21 EBITDA: US\$ 65 mn
FY21 Net Profit: US\$ 38 mn

Healthcare & Technical Supply Chain 7%



- Overview:** Distributes healthcare products and services of well-known local & international brands.
- Products:** pharmaceutical products, medical equipment and services.
- Overview:** Provides a broad spectrum of technical products and services.
- Products:** Engineering/Graphic products & services, Galvanized Steel Structures. and Chemical specialties.

- 1** Mammography Machine, X-Ray Equipment, Botulinum toxin

FY21 Revenue: US\$ 277 mn
FY21 EBITDA: US\$ 44 mn
FY21 Net Profit: US\$ 31 mn

Modern Retail Supply Chain 66%



- Overview:** Big C Supercenter is one of Thailand's leading modern trade retailers.
- Products:** Fresh Food, Dry Food, Hardline, Home line and Soft line.
- Formats:** Hypermarkets, Supermarket, Proximity/ CVS, Health and Beauty, and Online.

- TOP 3** Modern Trade Retail in Thailand

FY21 Revenue: US\$ 2,792 mn
FY21 EBITDA: US\$ 301 mn
FY21 Net Profit: US\$ 75 mn

Others

- Overview:** Involved in retail businesses, and seeking M&A and new business development opportunities.

- 1** Largest English books & Foreign magazine (Asia Books)

Upstream

Midstream

Downstream

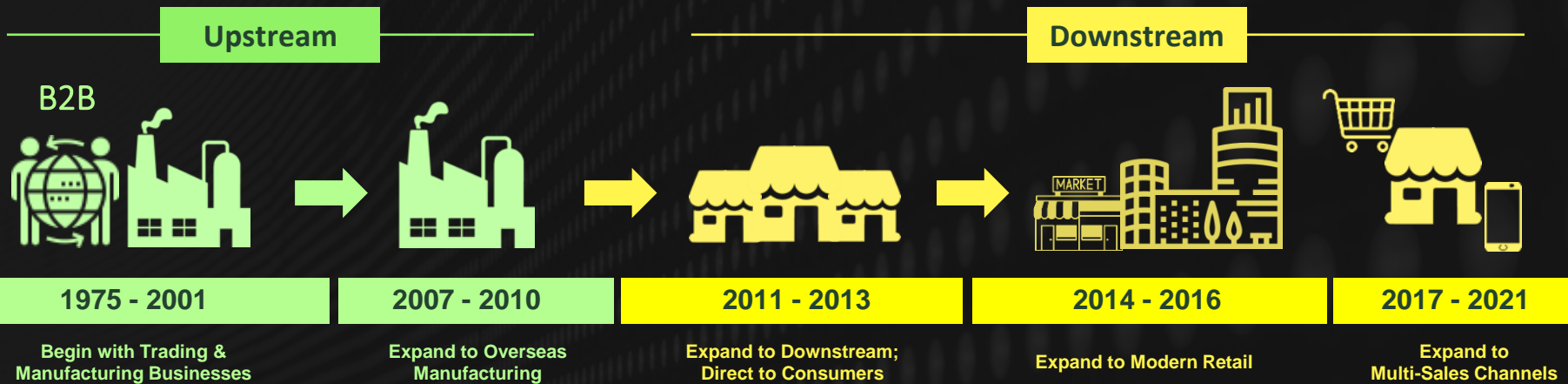
Key Brands / Partners



Note: Exchange rate 32.70 Baht/USD (Bank of Thailand)

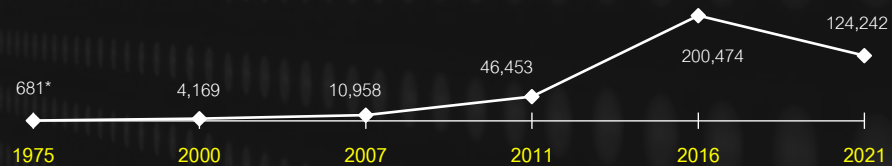
* Licensed by BJC Group ** Managed by BJC Group

BJC has a history of consistent business growth, extending our supply chain coverage from **upstream** to **downstream** to reach the consumers...

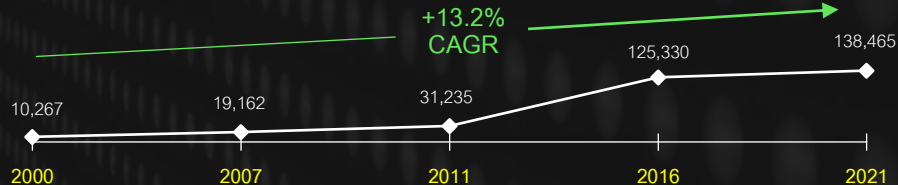


that is reflected in strong financial performance delivered over the years

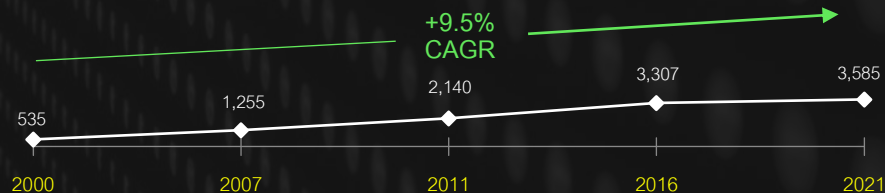
Market capitalization
Unit: THB mn



Sales
Unit: THB mn

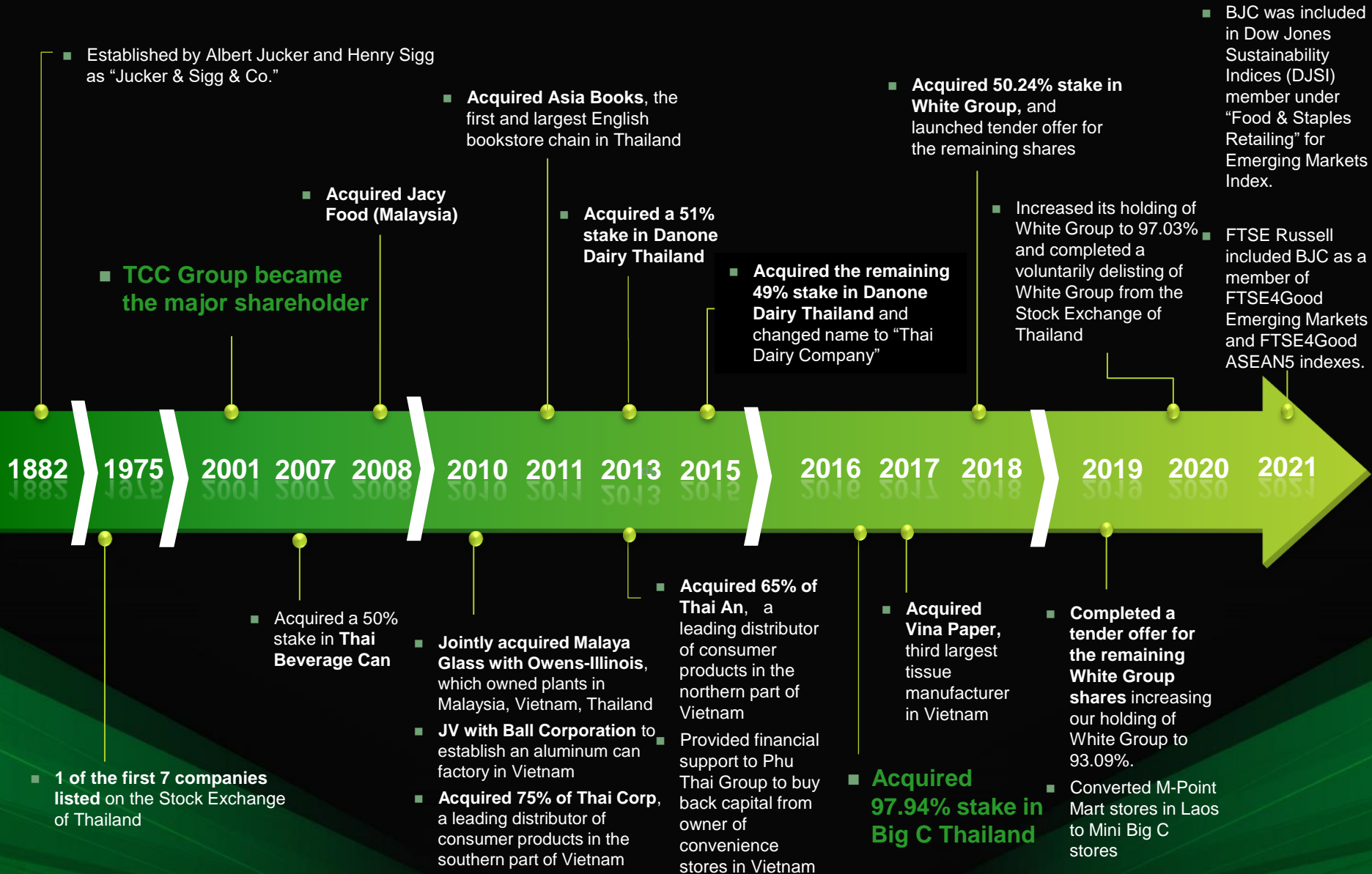


Net profit
Unit: THB mn



Note: *First trading day close

Some of the key milestones from our history



Today BJC has a strong footprint in multiple industries, supported by strong distribution coverage and solid domestic logistic infrastructure distributing products to more than **236,000 outlets** throughout the region



Our strong distribution coverage and domestic logistic infrastructure in Asia...



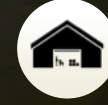
21 Factories



2,000 Retail Stores



236,000 MT&TT Outlets Coverage



20 Distribution Centers



2,200 Trucks



170 Small retail distribution network



2 Representative offices (China and Myanmar)

BJC has a wide store network spreading across the ASEAN region

One of the few retailers in Southeast Asia to have a multi-format portfolio with integrated e-commerce platform

| Segment | Banners | Country | Positioning | Stores | E-Commerce Platform |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Hypermarket |  |  | <ul style="list-style-type: none"> Stores at heart of the community with full service proposition and town centers (Dual Retail model) | 154 ¹ |  www.asiabooks.com  |
| Supermarket/Wholesales |     |  | <ul style="list-style-type: none"> Supermarket size stores targeting Medium-to-High and Medium-to-Low income customers, and professional customers | 61 ² | |
| Proximity & Convenience Store |  |  | <ul style="list-style-type: none"> Proximity format with top-up offerings (c. 150 sq.m) Convenience stores to fulfill everyday needs (60-140 sq.m) | 1,391 ¹ | |
| Drugstore |  |  | <ul style="list-style-type: none"> Modern quality pharmacy & well being drugstore | 146 | |
| Wawee |  |  | <ul style="list-style-type: none"> Well-recognised coffee brand in Thailand | 90 | |
| English Bookstores |  |  | <ul style="list-style-type: none"> Largest English language bookseller in Thailand | 50 | |
| Convenience Stores* |  |  | <ul style="list-style-type: none"> Fourth largest convenience store chain in Ho Chi Minh City, Vietnam | 81 | |
| Convenience Stores* |  |  | <ul style="list-style-type: none"> Largest convenience store chain in Laos | 58 | |
| Cash & Carry** |  |  | <ul style="list-style-type: none"> Leading cash & carry wholesale center in Vietnam | 25 | |

Over 2,000 physical retail locations across diversified segments backed **with an integrated e-commerce platform**

Note: Information as of FY 2021

** Licensed by BJC Group, ** Managed by BJC Group, ¹ Including Cambodia, ² Including MM Food Service*



BJC Future Direction

BJC Platform-enabled business model

Platform Services



ASEAN trading platform



Customer data platform



Supplier Management platform



Product and service development platform

Physical stores



Omni-Channel



Software



Products



Core business activities



Manufacturing



R&D



















Trading



Supply chain management

MSC - Growing omni-channel commerce footprint

Top 3 MODERN TRADE RETAIL in Thailand  **Continued store expansion plan** to increase store network coverage across the region

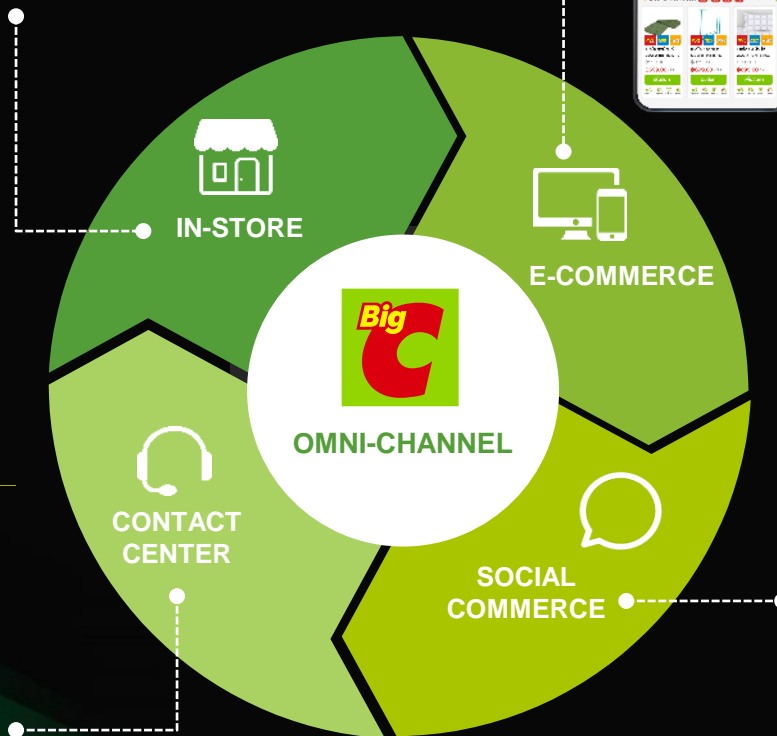
| |  |  |  |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | 2021  153 2026E  160 | 2021  1 2026E  6 | 2021  0 2026E  2 |
|  | 2021  1,352 2026E  2,853 | 2021  1 2026E  276 | 2021  57¹ 2026E  245¹ |
|  | 2021  59 2026E  84 | | |
|  | 2021  25 2026E  113 | | |

"Including all MMVN store formats. MMVN is managed by BJC, and BJC may propose acquisition of MMVN in future"



Social commerce thru Facebook Live

✓ **Contact Center agents** convert sales



3% in 2021

Low-Teen%
in 2026E

Omni-Channel Sales contribution to Modern Retail Supply Chain sales

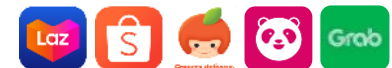


Enhance omni-channel ecosystem to drive sales growth and enhance customer experience



BigC App as a new Digital Hub

- ✓ **Big C Shopping Online**
 - **All-in-One Delivery** for Fresh Food, Groceries, Homeline, Softline and Hardline Electricals SKUs
 - **Online Marketplace** for curated sellers
 - **On-demand Delivery** fulfilled by physical stores
- ✓ **Big Point** integration for member privileges
- ✓ **Big Wallet** for payment in-store & online



Partnership with E-marketplace and Quick Commerce platforms



Social commerce thru Chat & Shop

- ✓ **LINE Official Accounts** as sales channel in Thailand and Cambodia; Whatsapp in Laos
- ✓ **WECHAT Mini program** for Chinese consumers

MSC – Revitalizing physical store platform in Thailand



Before

To be converted during 2022



After



Capture younger shoppers and offer upgraded shopping experiences to appeal to wider range of customer segments



Targeting to roll out the Big C Place concept in **selected Hypermarkets in Bangkok over the next 5 years**



Targeting to **renovate 90 hypermarkets** over the 2022 - 2026 period

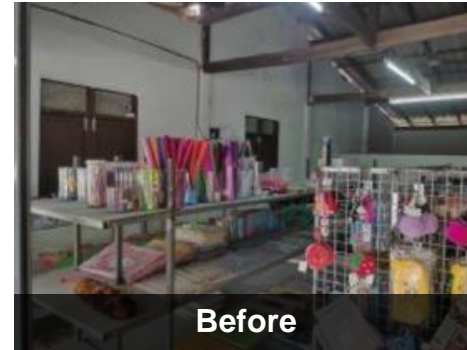
MSC - Developing new wholesale and partnership models to extend our trading platform



2 MM Food Service Stores
opened during 2021



Our partners have experienced **solid sales increases** after converting to **Donjai partnership model**



Before



After

 **>700** Stores
in Thailand
(May 2022)

New Wholesale Format

- MM Food Service is our new wholesale format launched in mid-2021.
- It targets HoReCa customers., and offers a product range of c. 6,000 SKU's, mainly in Fresh Food and Dry Food categories.
- We are currently evaluating the potential for future store rollout during 2022 - 2026.



Expand MM Food Service
to strengthen wholesale business



Market opportunity in Vietnam

- In 2021, the traditional trade accounted for 80%¹ of total retail sales nationwide.
- This represent an attractive opportunity to duplicate our Donjai partnership model in Vietnam under “Gia Tot” name.
- The first “Gia Tot” partnership model store in Vietnam was opened on 21st March 2022

¹Source: NielsenIQ



Develop traditional retail & community
to be a part of your family

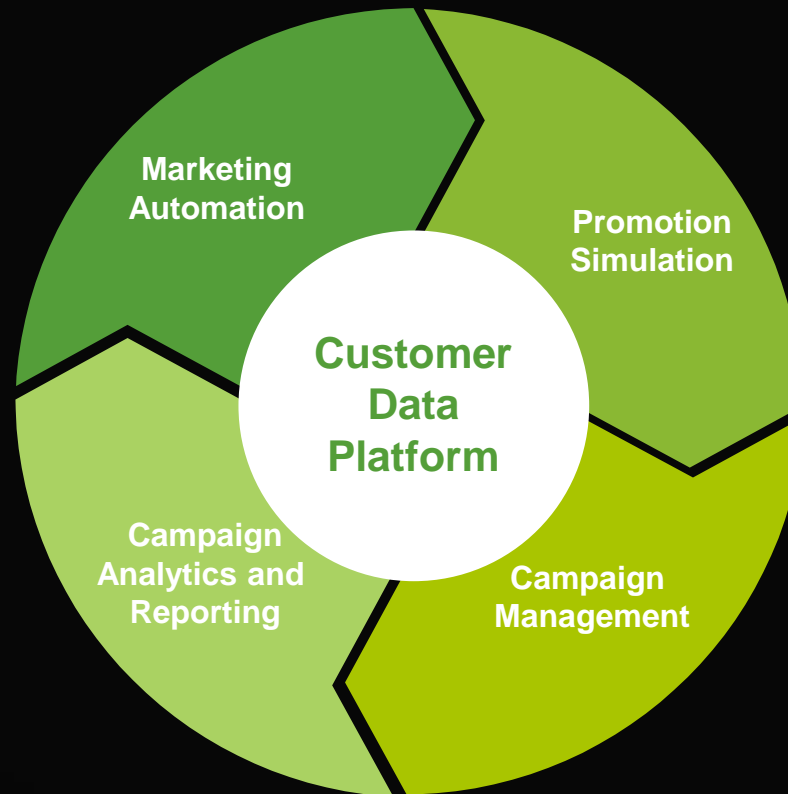
MSC – Developing data-led customer platform

Developing, managing and optimizing
'Customer Data Platform', 'Insight & Analytics'
and 'Marketing Automation' capabilities



360-degree view of customers

- Driving seamless O2O customer data & engagement
- Effectively manage promotion campaign and loyalty



Real-time targeted offers and lifecycle management

- Enhance Customer Experience
- Optimize customer loyalty, retention and sales
- Optimize marketing spending

Achieve corporate data strategy
and data organization structure



Joint Demand Forecast (JDF)

- Working process of Big C and suppliers to **predict demand volume** in advance in order to prepare suppliers production plan and ensure sufficient stock level according to the plans.



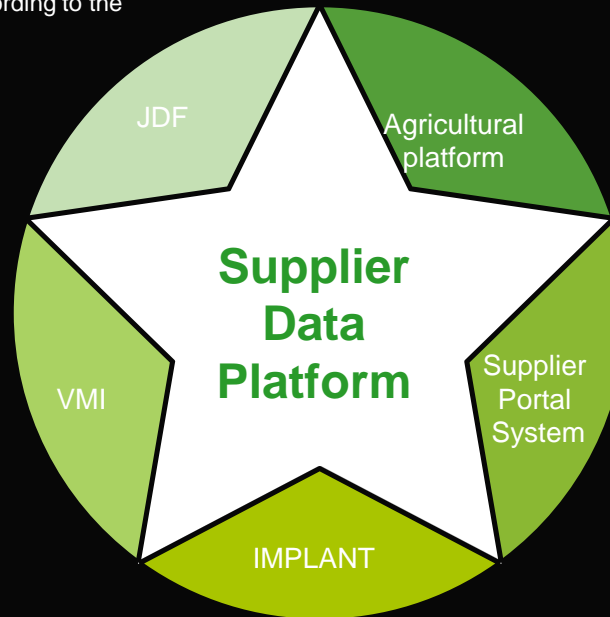
Vendor Managed Inventory (VMI)

- A process in which **supplier manages the inventory and plans product delivery** to Big C's distribution centers.
- Allows suppliers to see Big C's distribution center inventory levels and **make replenishment decisions** based on agreed day-on-hand level.



Agricultural platform

- Shortens the delivery process** to maintain agricultural product quality by creating a network of purchasing centers, regional distribution centers, wholesale warehouses, and MM Food Service stores.
- Creates an **online market for agricultural products** to expand customer base.
- Utilizes the **agricultural product consumption database** from MM Food Service stores to help agriculturists to choose agricultural products.
- Advices agriculturists on **agricultural technology, planting, and production planning**
- Provides agriculturists help to **access funding and agricultural raw materials**.



Supplier Portal

- Making all **interactions between suppliers and BigC** easier, faster, safer and more efficient
- Upgraded version increases user-friendliness, adds more features, and offers better interface
- Offers suppliers **accurate and timely data**:
 - Suppliers can access data at daily level, store level, item level, with two year historical data available
 - Segments align with Big C's internal segments.



IMPLANT

- A process to work with Supplier to **monitor stock at the store level** and to suggest an appropriate ordering volume to Big C based on agreed day-on-hand level.

MSC - Product development platform driving private labels



MSC - Product development platform driving private labels

Hardline



Softline

Homeline



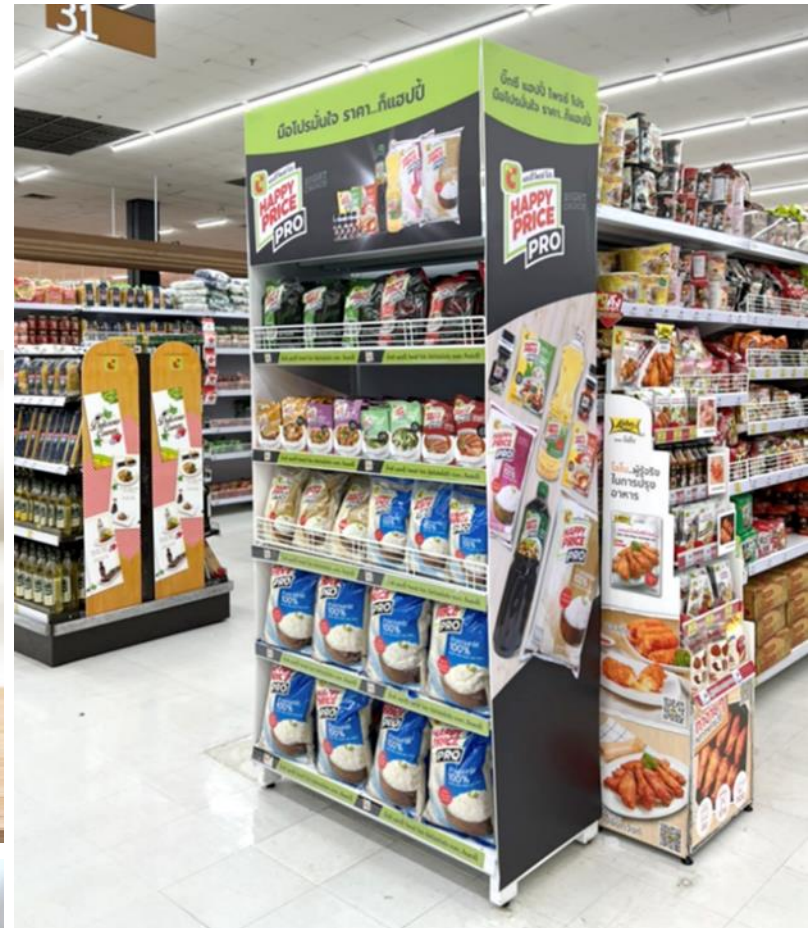
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MSC - Product development platform driving private labels



Dry Food - Food & Non Food



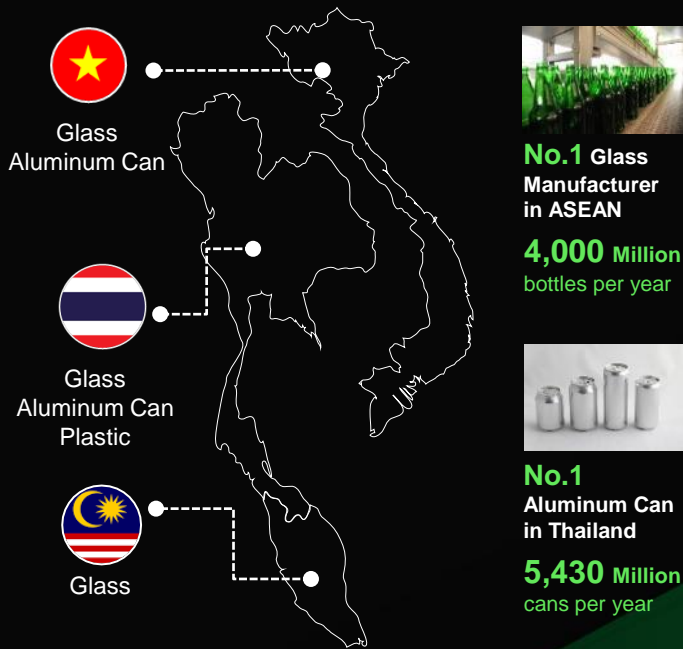
Develop house brand products sales to reach
THB 50 billion in 2026



Aim for BJC to become **Thailand's largest FMCG** company under the BJC and Big C's own brands **in 2026**

PSC - Packaging solution platform to support sustainable customer growth

Current market footprint and position



Strategic Focus:

Capacity expansion with new market penetration

- New glass furnace line in 2025 applying automation, IOT
- To serve current customer's growth and explore new market e.g. food, pharma



New product development

Sleek & slim can / Light-weight glass bottle



Promote circular supply chain



Global Partnership

For the regional expansion



CSC - Leverage manufacturing capabilities and strengthen distribution channels to develop brands

Top 3

Current market position and footprint Leading manufacturer of consumer products



Distribution Coverage :

Our products are distributed to over **110,000 stores** throughout Thailand and over **125,000 stores** in Vietnam

| Snack | Tissue | Bar Soap | Liquid Soap |
|--------------------------------------|-------------------------------------------|-------------------------------------|-------------------------------------------|
| 394 million packs per year | 175,000 million sheets per year | 320 million bars per year | 18,000 million bottles per year |

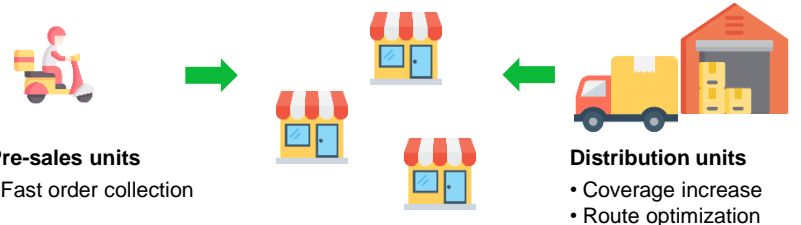


Strategic Focus:

Expand production capacity and new product categories



Intensive distribution to General Trade retailers



“One Vietnam”



H&TSC – Healthcare and technology platform serving health conscious trend, aging society, and sustainable ecosystem



Distributor of



Mammography machine



X-Ray equipment (CT-Mobile)



Botulinum toxin From Korea

2021 in number

Cover
2,000

Hospital & Health Service centers

Deliver
2,650,000

Doses of influenza Vaccine to GPO

Deliver
200

X-Ray equipment

Deliver over
5

X-Ray Mobile Stroke unit

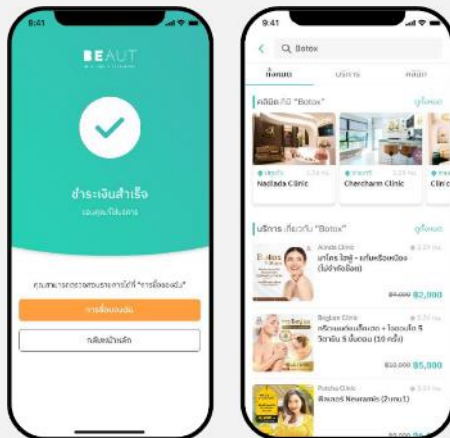
Provide over
2,000,000

Antigen Test Kit



Strategic Focus:

Digital health platform



Medical home and preventive care



R&D platform and new product portfolio



Recent examples of ongoing partnership development

1



Form joint venture with AI and robotics solutions provider

to establish aesthetic marketplace application and develop other medical services offline

2



Form joint venture with medical professor from Thailand's top university to be licensed distributor of albumin test kit

3



Invest in IT solution company to develop POS for Don Jai shops and support BigC IT system development project

4



Seeking opportunities to partner with global retailers to develop IT infrastructure to become one of the leading digitized omni-channel retailer in the region

BJC Performance

Overall Performance

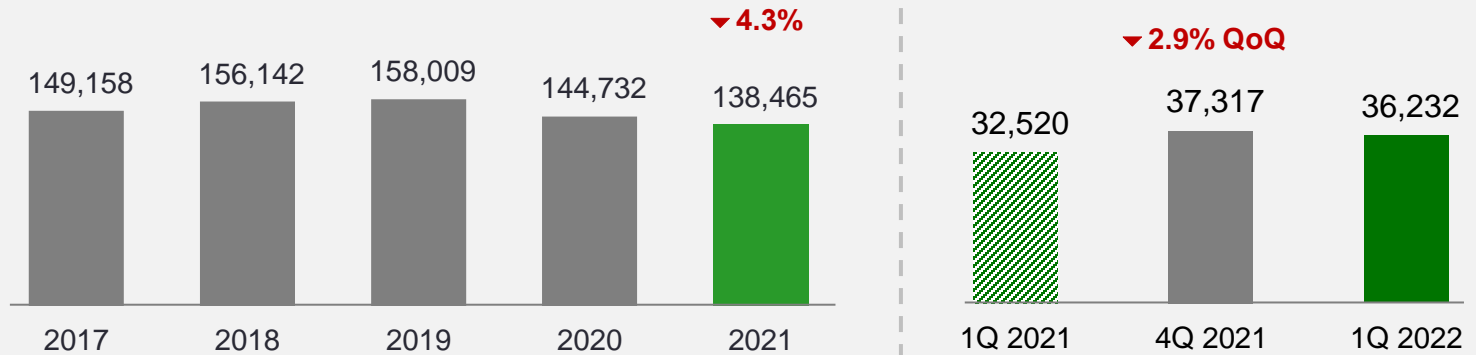
1Q 2022 Consolidated Financial Highlights

| 1Q 2022 | YoY Comparison | QoQ Comparison |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sales: THB 36,232M | Increased by +11.4% YoY <ul style="list-style-type: none"> Driven by sales growth delivered by all supply chains, with particularly strong growth at Packaging Supply Chain. | Decreased by -2.9% QoQ <ul style="list-style-type: none"> Due to normal seasonality as the fourth quarter of the year is normally the high season of the year. |
| GP Margin: 18.6% | Decreased by -51 bps YoY <ul style="list-style-type: none"> Driven by declining GP% at CSC and H&TSC due to raw material and packaging material price increases and sales mix changes. | Decreased by -83 bps QoQ <ul style="list-style-type: none"> Due to decline at MSC driven by normal seasonality due to year end high season impacting gross profit margin. |
| SG&A-to-sales Ratio: 19.9% | Decreased by -90 bps YoY <ul style="list-style-type: none"> Whilst absolute SG&A expenses increased 6.6% y-o-y due to store expansion and higher property tax, the increase was outpaced by strong sales growth during the quarter. | Increased by +8bps QoQ <ul style="list-style-type: none"> Whilst absolute SG&A expenses decreased -2.5% q-o-q, the sale decrease driven by seasonality was slightly larger, leading to slightly increasing ratio. |
| Recurring EBIT: THB 2,779M | Increased by +10.8% YoY <ul style="list-style-type: none"> Driven by strong sales growth, recovering other income, and good cost control. | Decreased by -8.9% QoQ <ul style="list-style-type: none"> Due to seasonality impact to sales and gross profit margin. |
| Recurring NPAT: THB 1,246M | Increased by +23.0% YoY <ul style="list-style-type: none"> Driven by the abovementioned, lower interest expense, and slightly lower effective tax rate. | Decreased by -9.9% QoQ <ul style="list-style-type: none"> Driven by the abovementioned, and higher effective tax rate. |

BJC Consolidated - Overall Performance

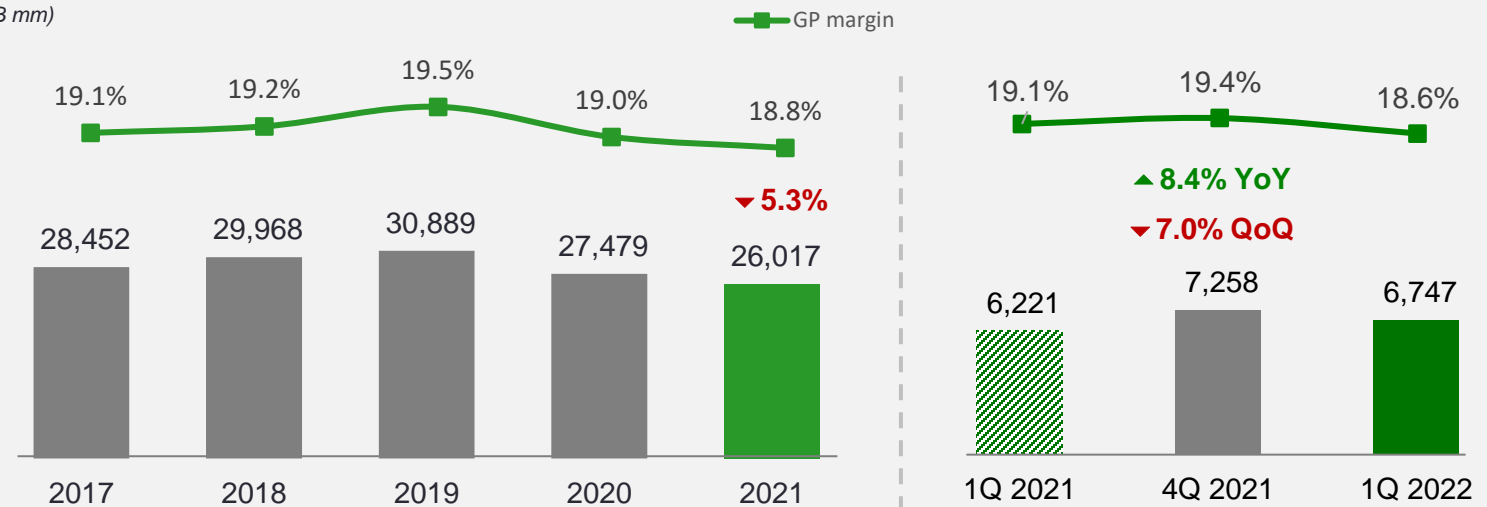
Sales

(THB mm)



Gross Profit

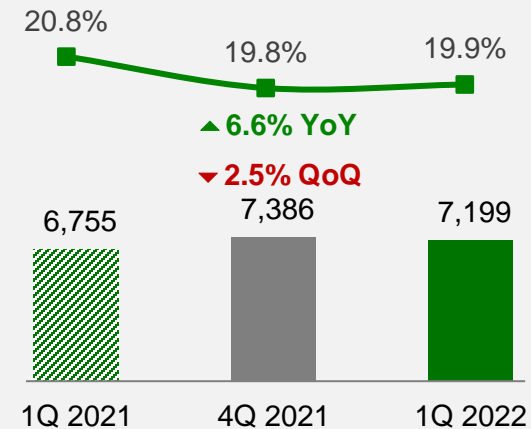
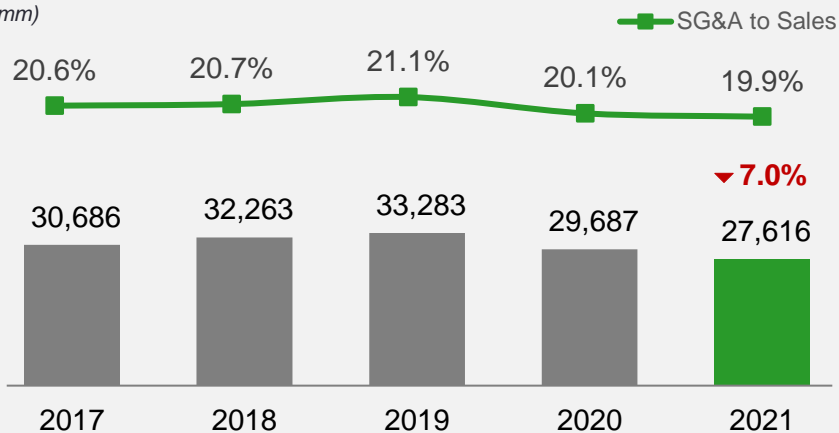
(THB mm)



BJC Consolidated - Overall Performance

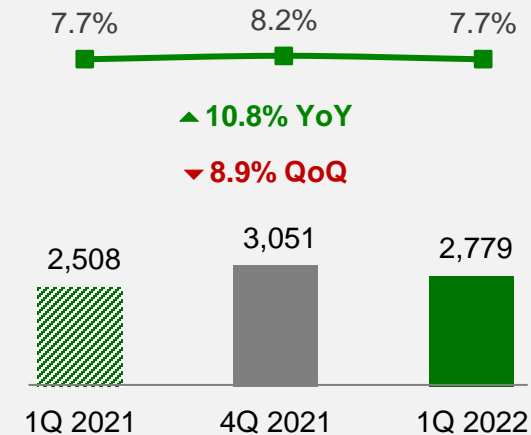
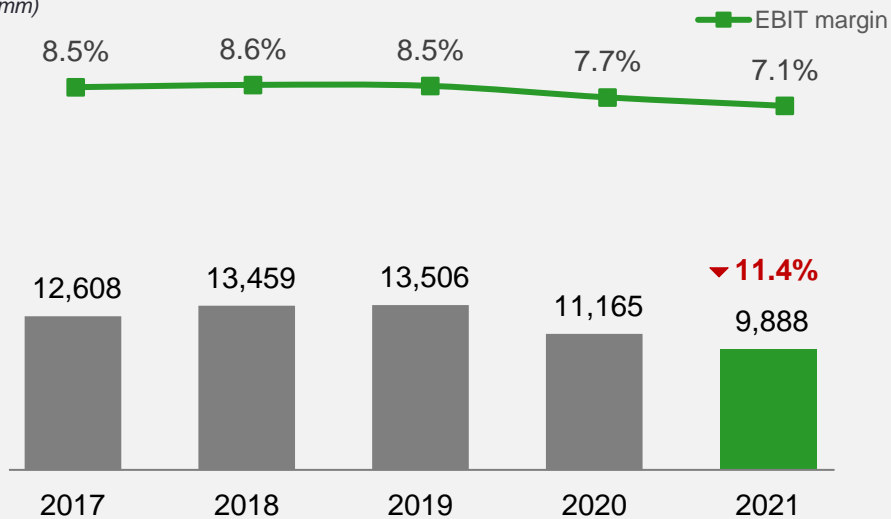
SG&A

(THB mm)



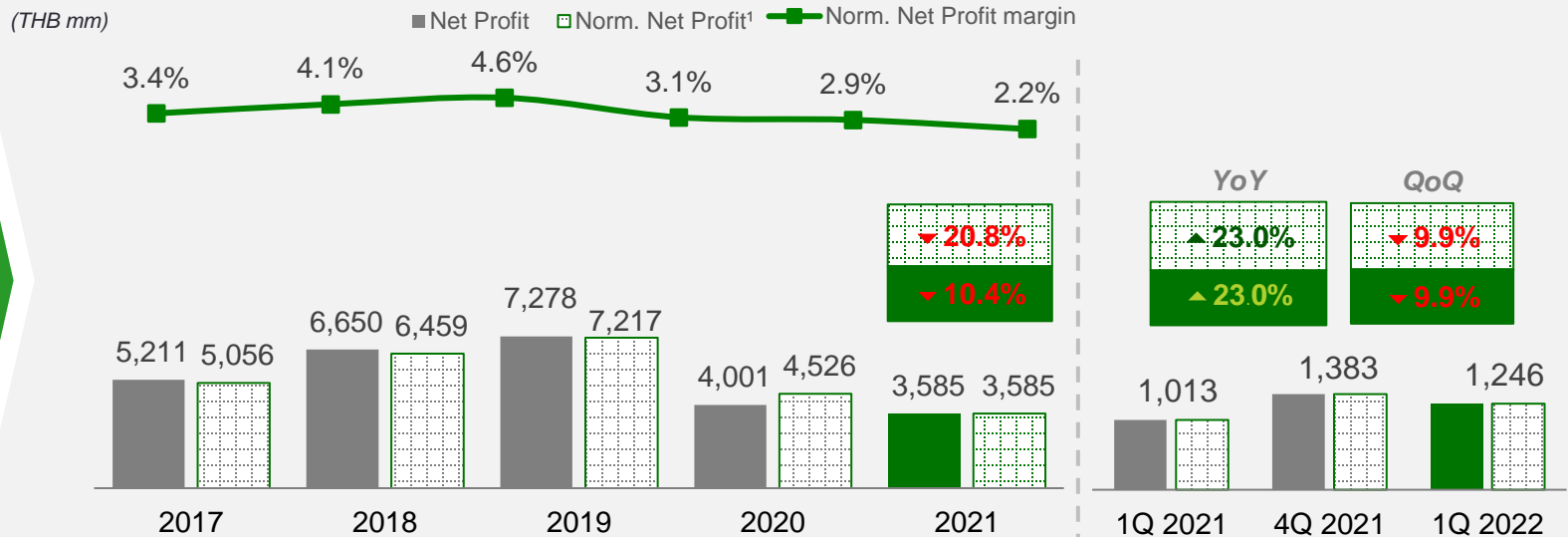
Recurring EBIT¹

(THB mm)



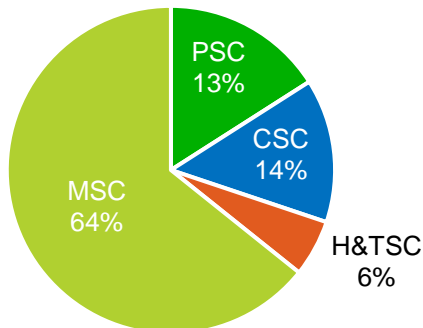
BJC Consolidated - Overall Performance

Net Profit

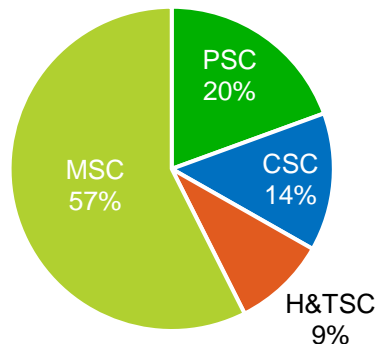


1Q22 Performance Breakdown

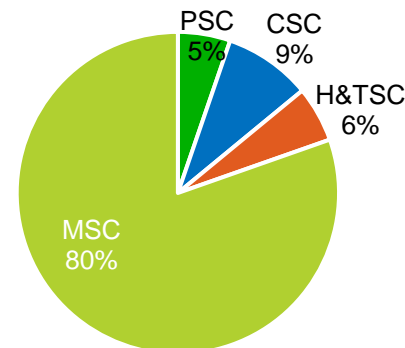
Sales



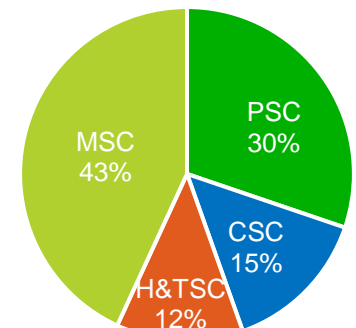
Gross Profit



SG&A



Norm. Net Profit



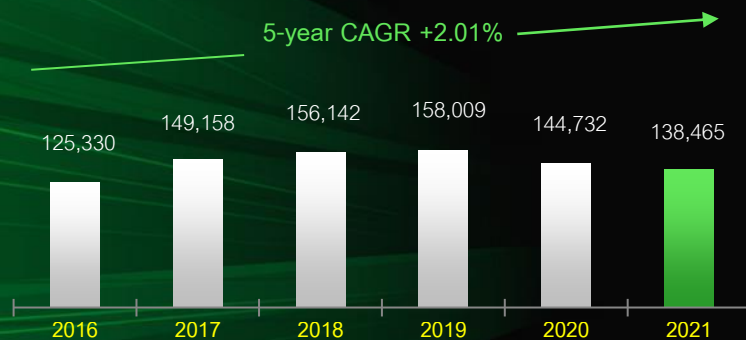
Note: PSC (Packaging Supply Chain), CSC (Consumer Supply Chain), H&TSC (Healthcare and Technical Supply Chain), and MSC (Modern Retail Supply Chain).

BJC Consolidated – Historical Financial Performance

BJC Consolidated

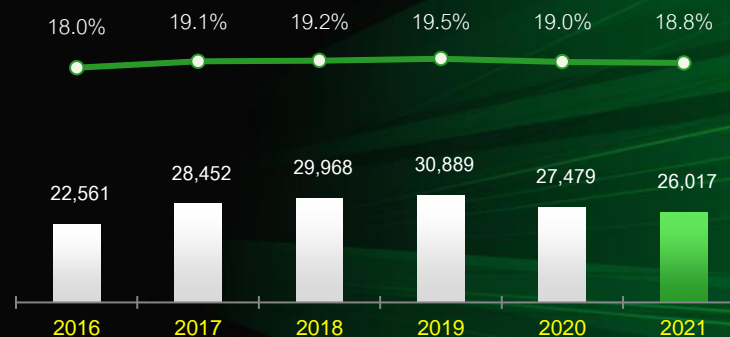
Revenue from sale of goods and services

THB mn



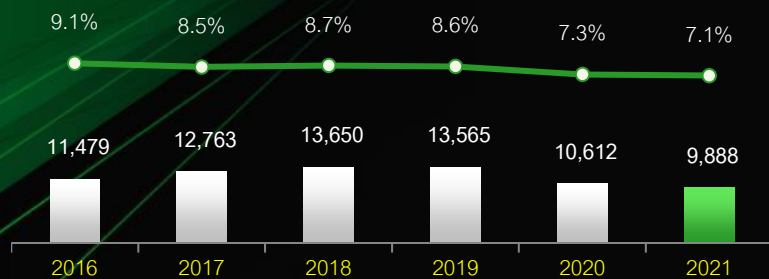
Gross profit and gross profit margin

THB mn



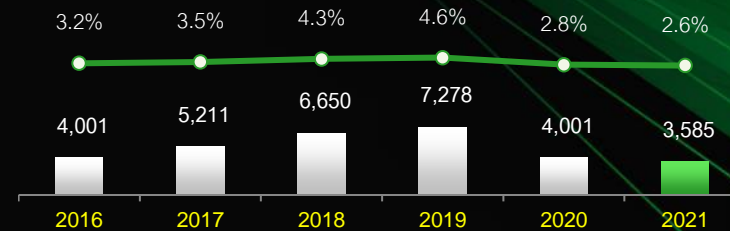
EBIT and EBIT margin

THB mn



Net profit and net profit margin

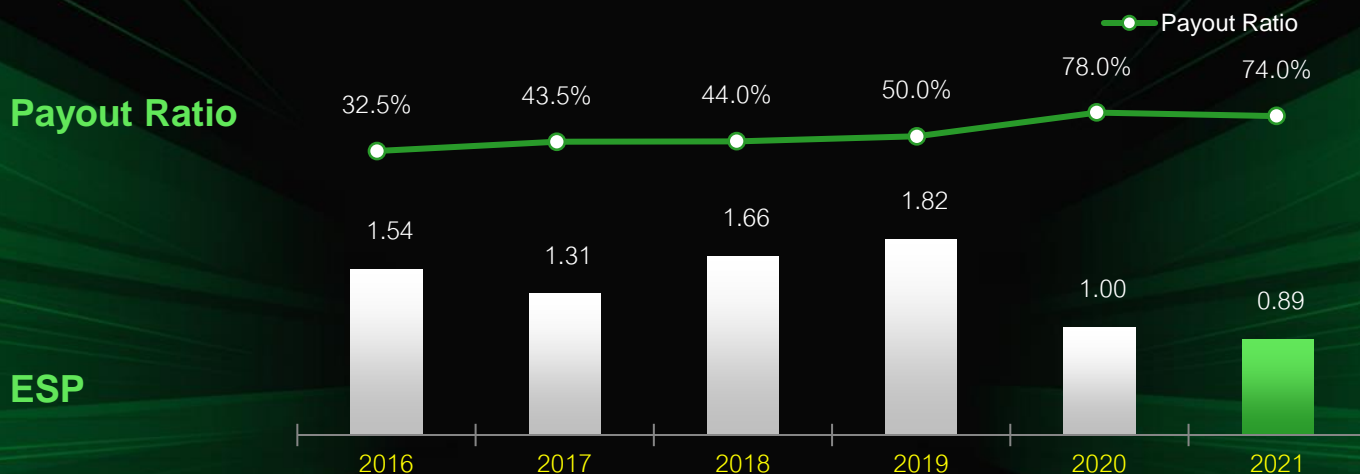
THB mn



Note: Consolidated BIGC with 58.55% ownership since 21 March - 10 May 2016, with 97.94% ownership from 11 May - 17 September 2017 and with 99.85% ownerships from 18 September 2017.

BJC Consolidated – Historical Financial Performance

Reported EPS and Dividend Payout Ratio



| | | | | | | |
|--------------------------------|------|------|------|------|------|-------------------|
| Total Dividend (THB per share) | 0.50 | 0.57 | 0.73 | 0.91 | 0.78 | 0.66 ¹ |
| Interim dividend | 0.12 | 0.15 | 0.18 | 0.18 | 0.18 | 0.15 |
| Year end dividend | 0.38 | 0.42 | 0.55 | 0.73 | 0.60 | 0.51 ¹ |

Dividend policy

No less than 50% of consolidated net profit after tax and other legal reserves (if any). The Company also takes into consideration cash flows and/or any new investment or expansion of both existing businesses and potential new businesses. The determination of dividend payments by its subsidiaries also take into account legal reserves, financial agreements, agreements with financial institutions to maintain financial ratio, cash flows, and/or investment or expansion projects.

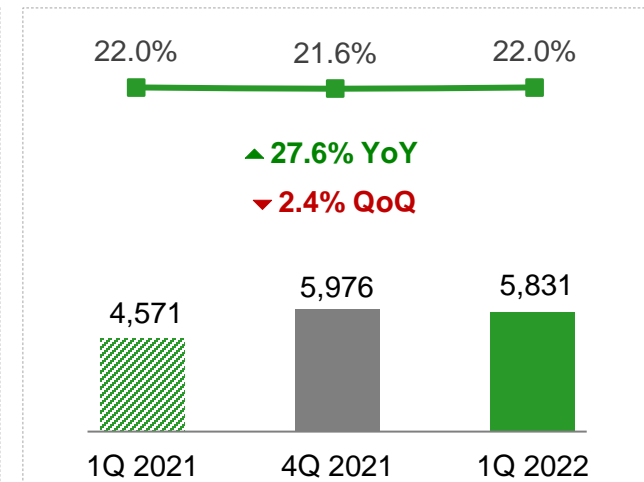
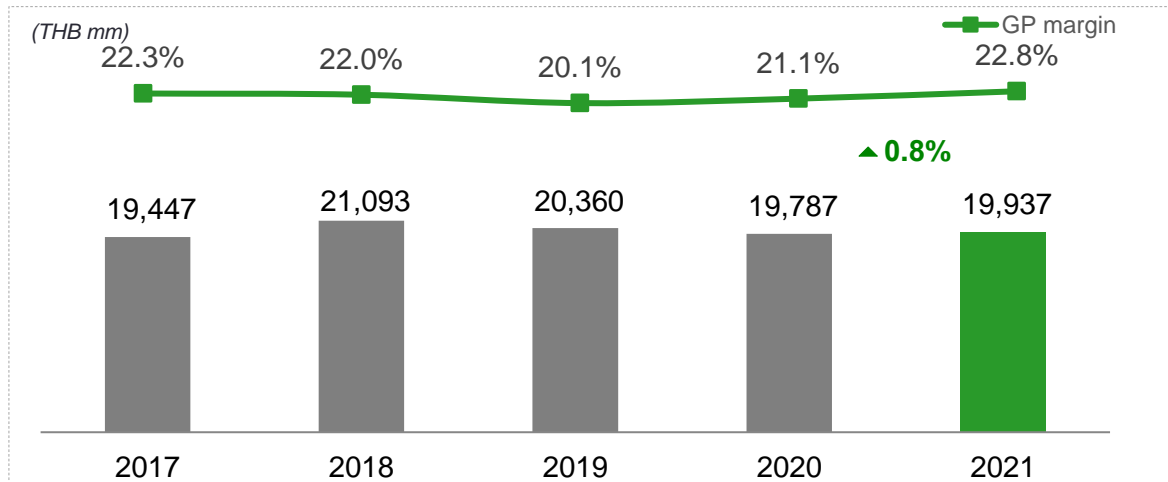
¹: Proposed FY2021 dividend for shareholder approval

BJC Performance

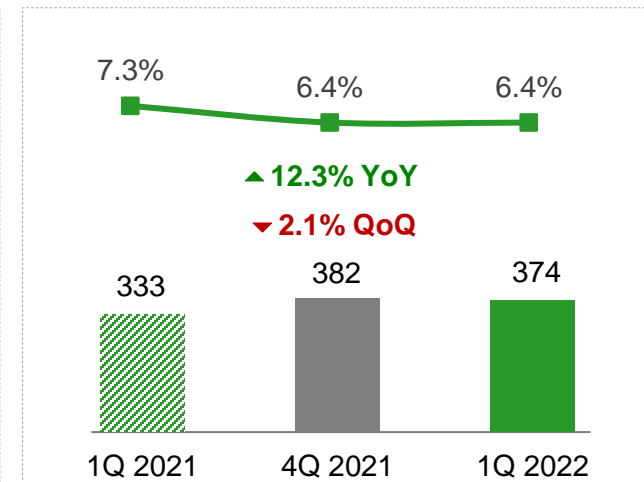
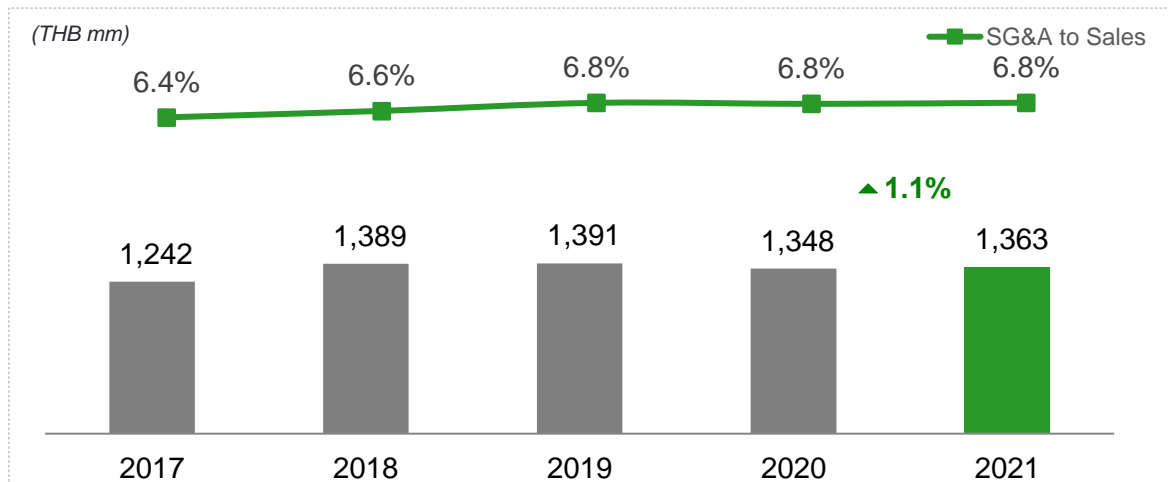
Financial Performance by Supply Chain

Packaging Supply Chain (PSC) – Performance

Sales and GP Margin

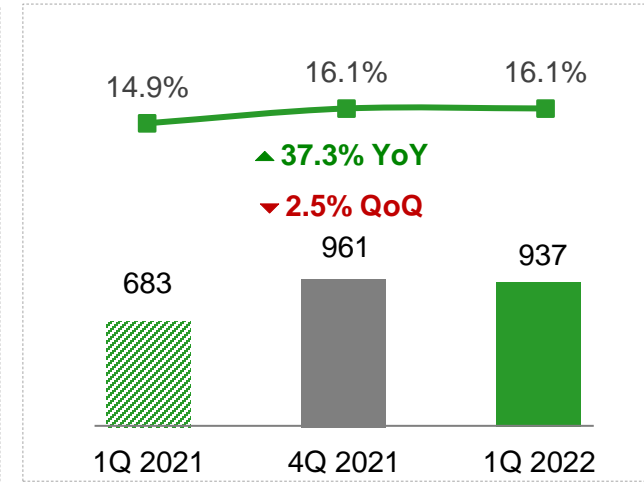
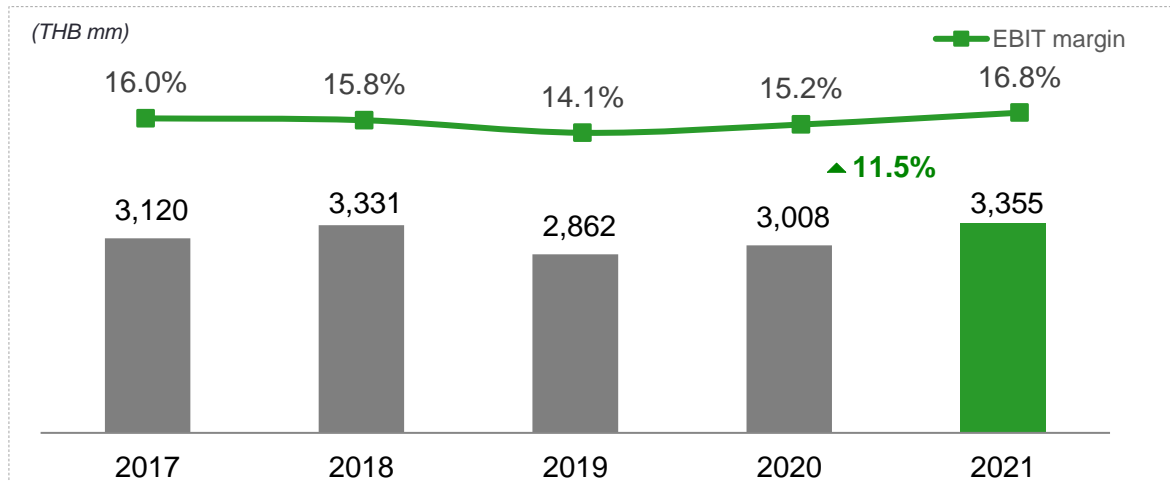


SG&A and SG&A to Sales

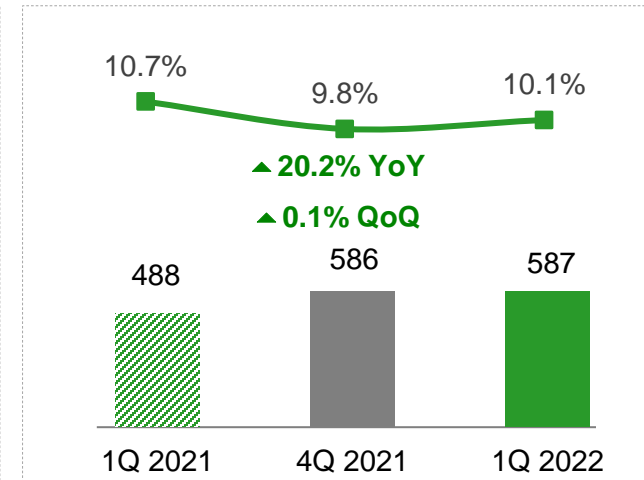
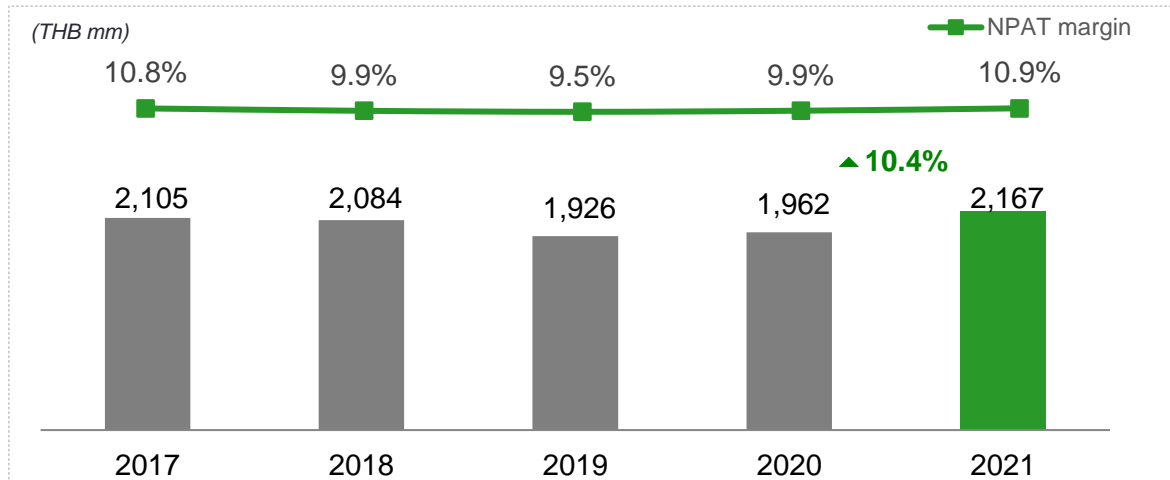


Packaging Supply Chain (PSC) – Performance

Recurring EBIT and EBIT Margin

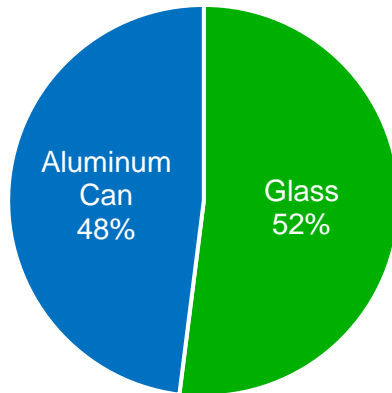


Recurring NPAT and NPAT Margin

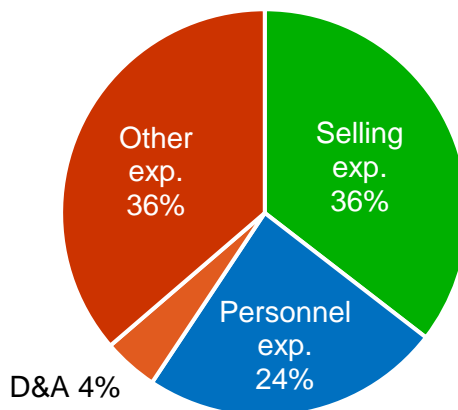


Packaging Supply Chain (PSC) – Performance

1Q 2022 Sales Breakdown



1Q 2022 SG&A Breakdown



1Q 2022 Highlights

Sales increased by +27.6%

- Increase was driven by continued recovery in Thailand and Vietnam, positively impacting both Glass and Aluminum Can packaging businesses, and higher selling price of packaging products due to increasing raw material and utility costs.

GP Margin increased by +2 bps

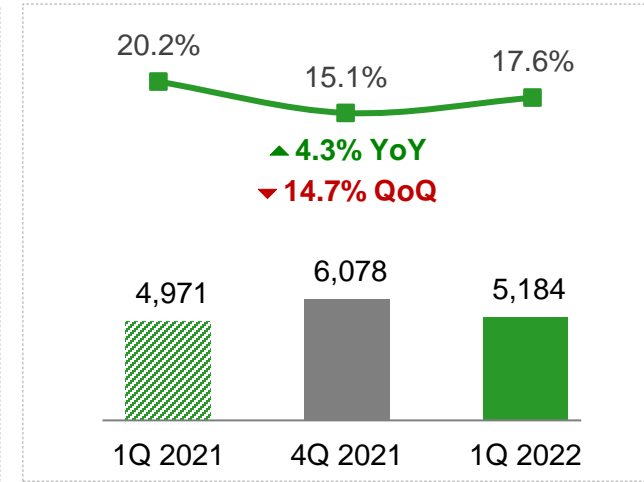
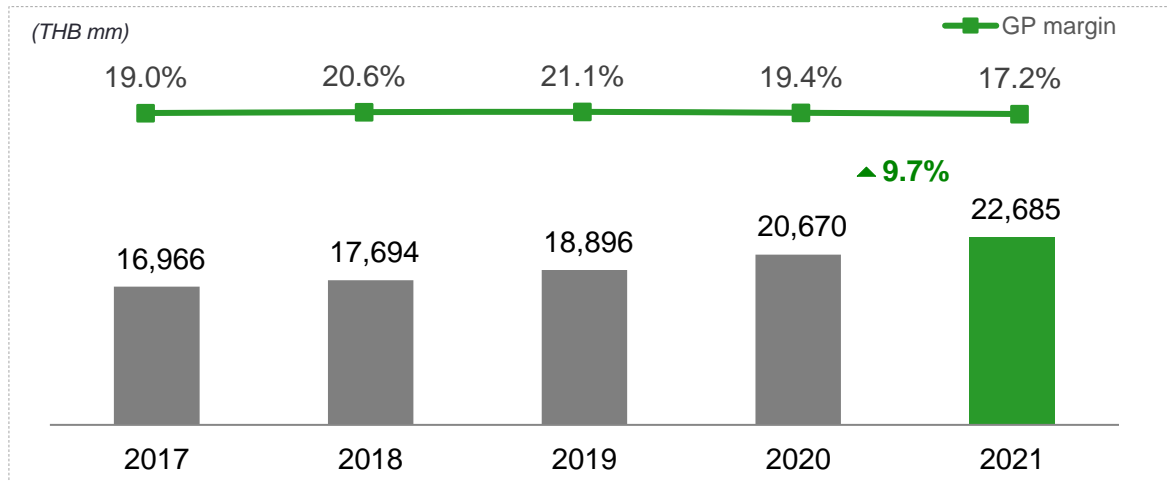
- Maintained stable GP% level from last year despite growing cost pressures at the Glass packaging business driven by increasing natural gas and soda ash cost, as Aluminum Can packaging businesses gross profit margin increased due to growing economies of scale, and remaining lower cost raw material inventory left from previous year.

Recurring NPAT increased by +20.3%

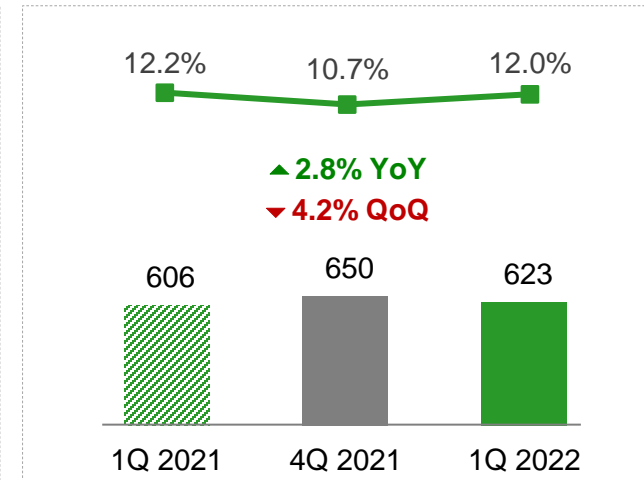
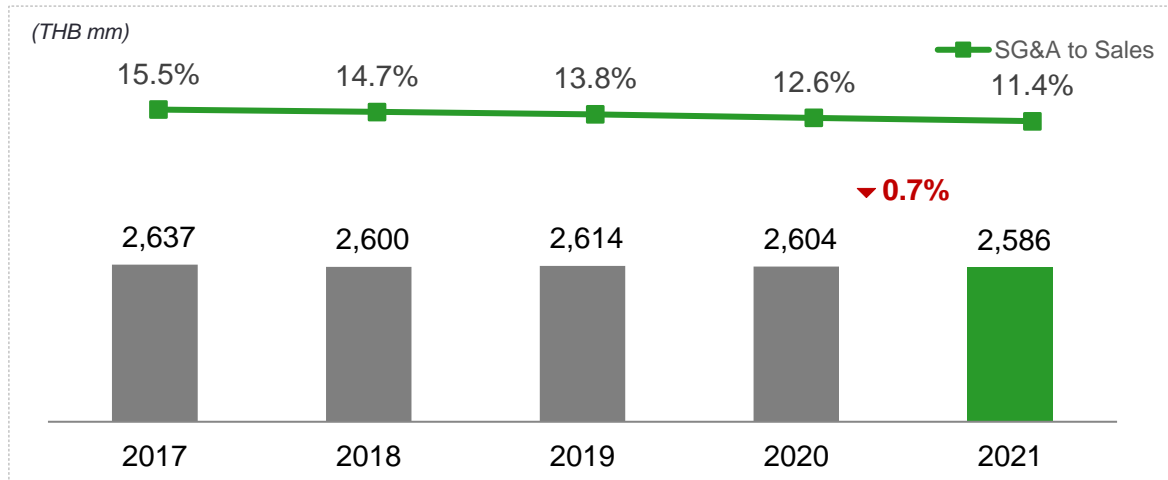
- Driven by strong sales growth, stable gross profit margin, and improving performance of our glass packaging joint ventures in Malaysia and Vietnam.

Consumer Supply Chain (CSC) – Performance

Sales and GP Margin

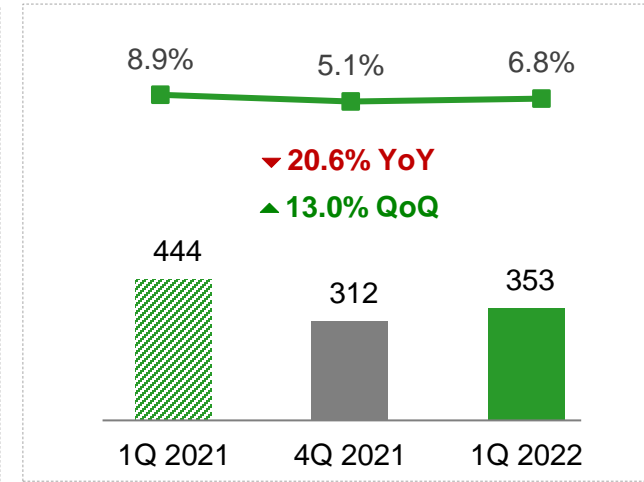
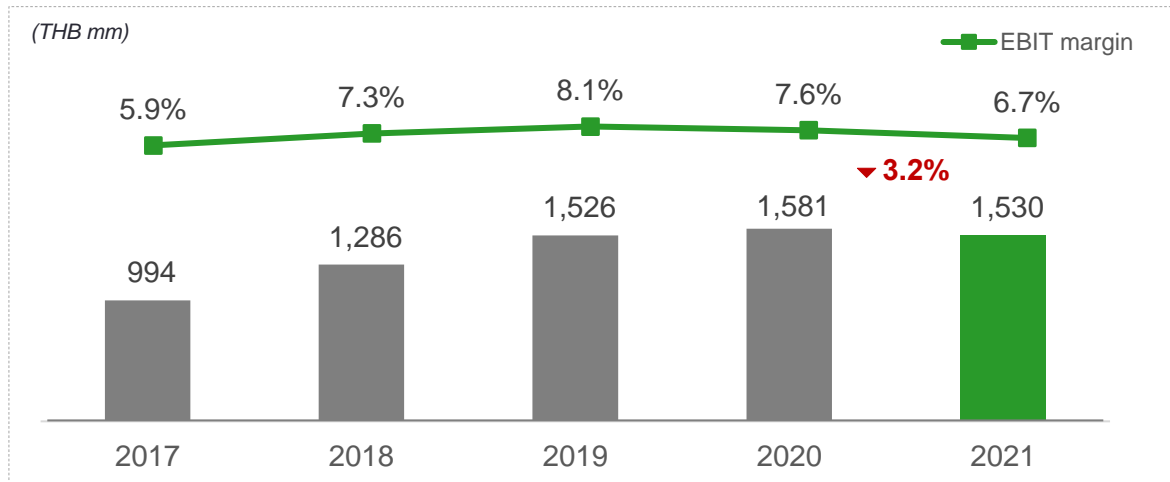


SG&A and SG&A to Sales

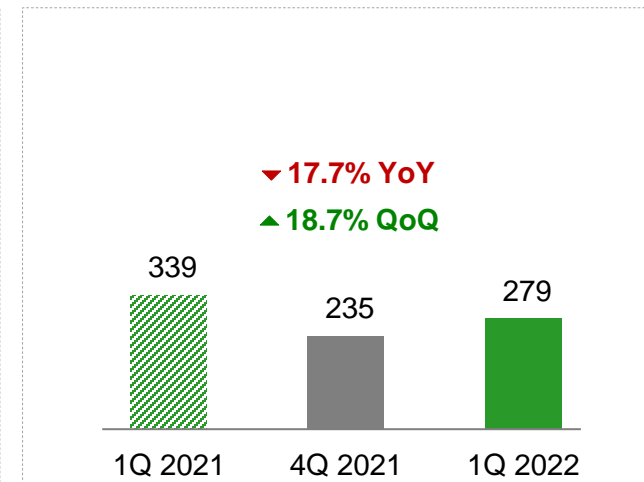
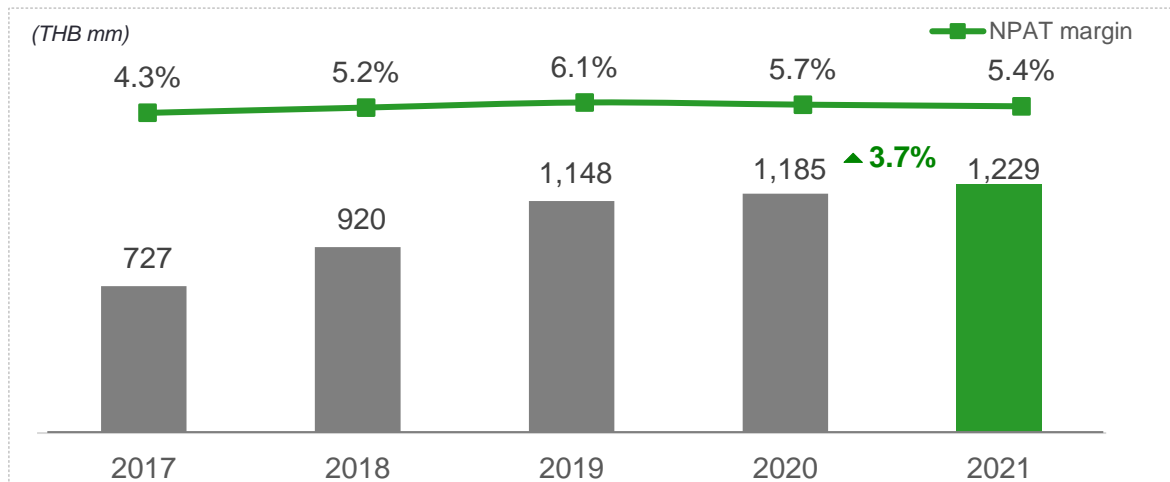


Consumer Supply Chain (CSC) – Performance

Recurring EBIT and EBIT Margin

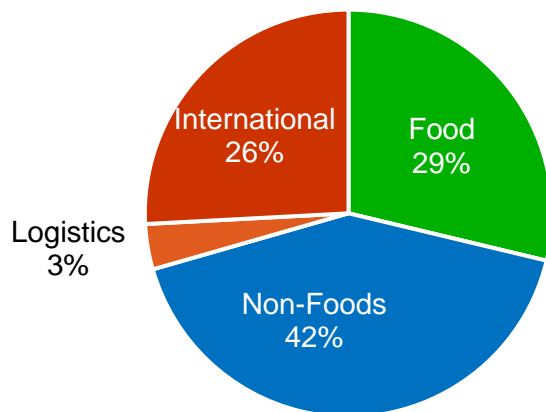


Recurring NPAT and NPAT Margin

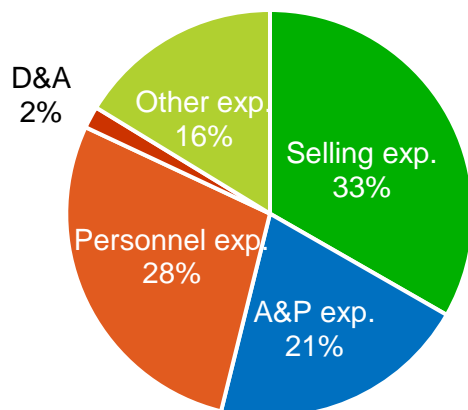


Consumer Supply Chain (CSC) – Performance

1Q 2022 Sales Breakdown



1Q 2022 SG&A Breakdown



1Q 2022 Highlights

Sales increased by +4.3%

- Driven by sales growth from Food, Non-Food and International Trading business segments, which were enough to offset the steep sales decline at the Logistic business segment, driven by moving Big C logistic management from Logistic business segment back to Modern Retail Supply Chain since the beginning of the year.

GP Margin decreased by -261bps

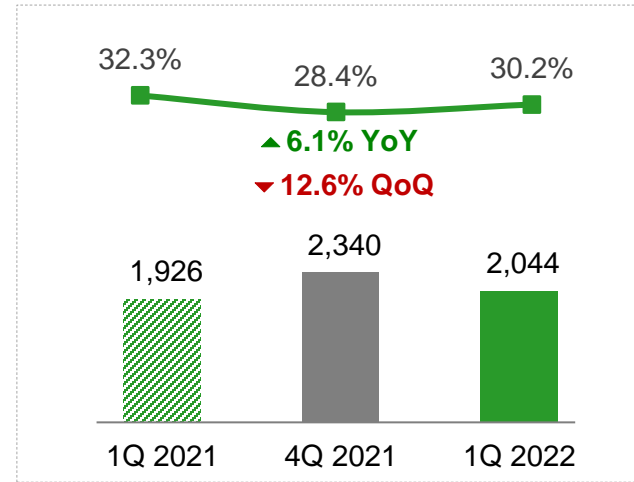
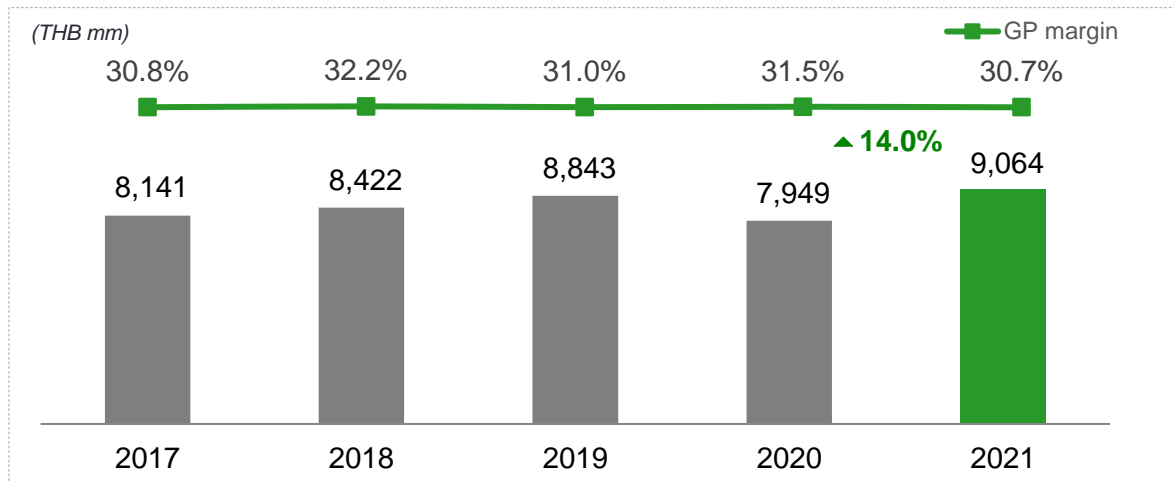
- Driven by the lower GP% from Food and Non-Food business segments due to continued increases of raw material costs, particularly palm oil, coconut oil, pulp, and packaging materials, and the increasing sales contribution from distributing third party principals' products when compared to same period last year.

Recurring NPAT decreased by -17.7%

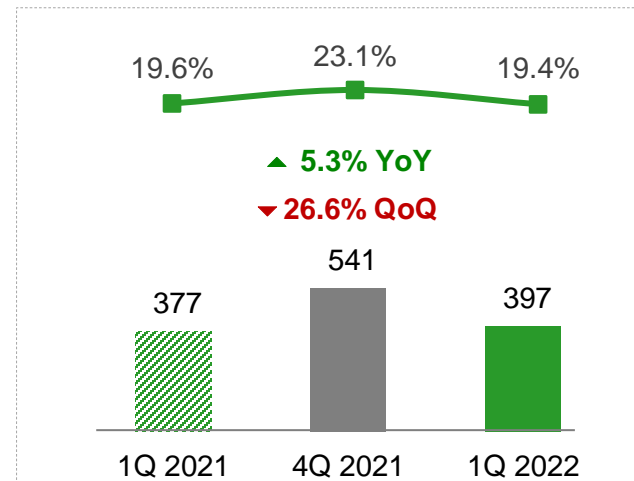
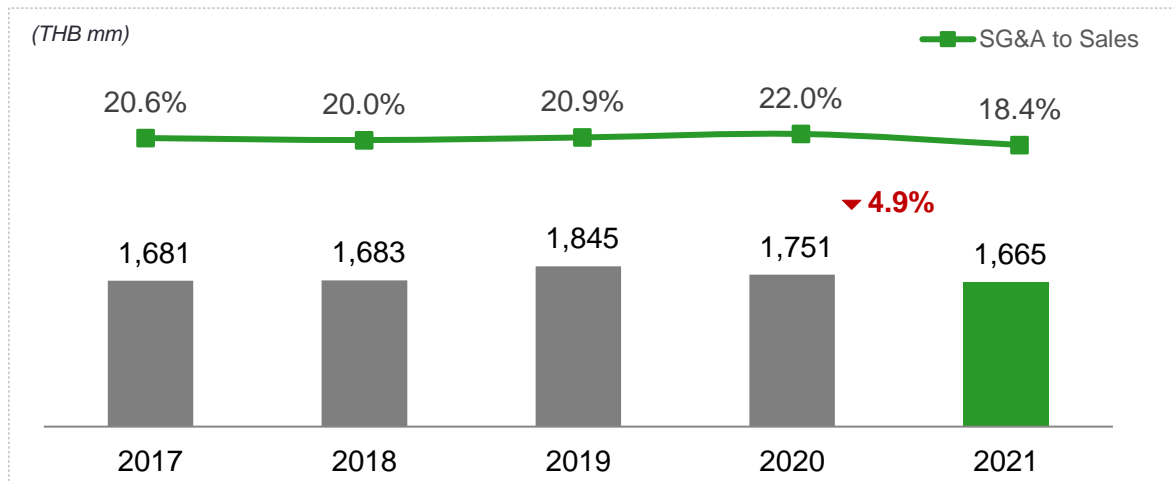
- The net profit decrease was driven mainly by declining gross profit due increasing raw material cost pressures.

Healthcare & Technical Supply Chain (H&TSC) – Performance

Sales and GP Margin

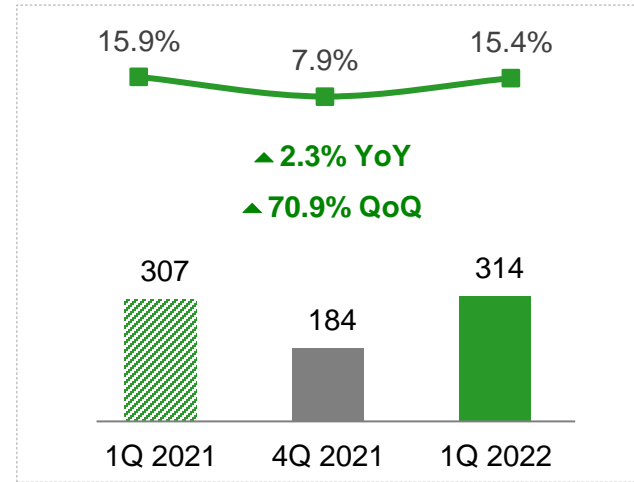
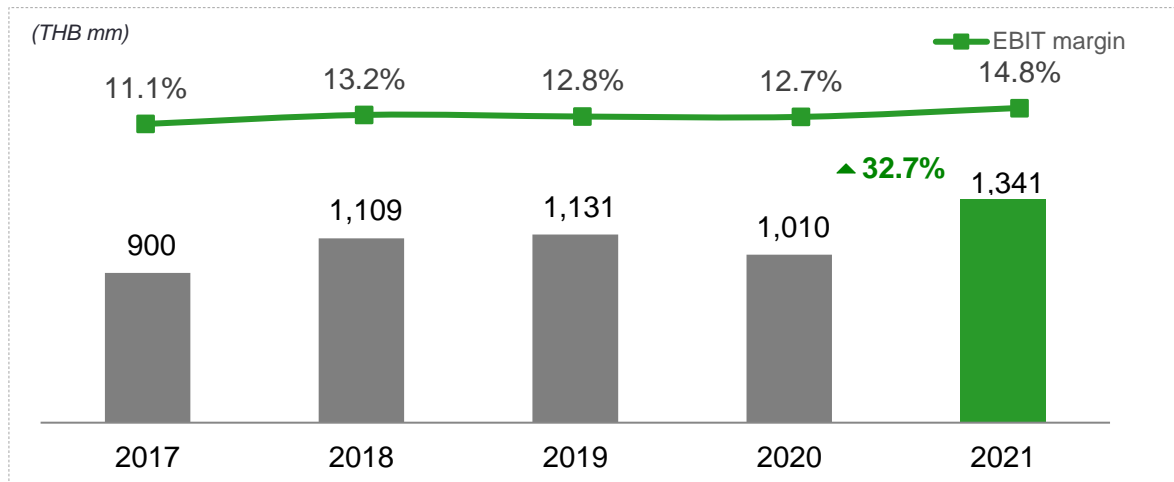


SG&A and SG&A to Sales

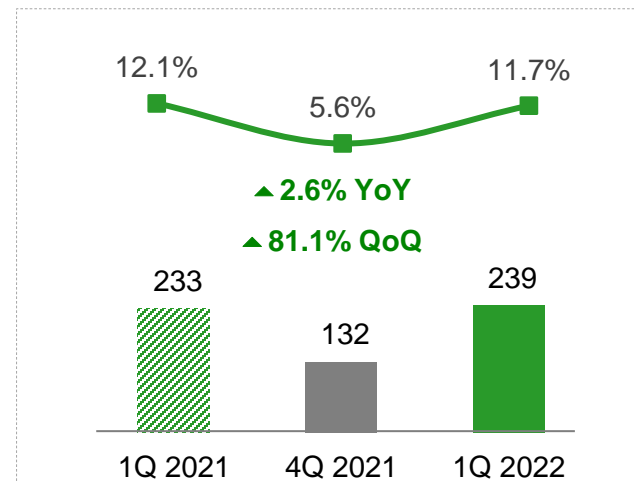
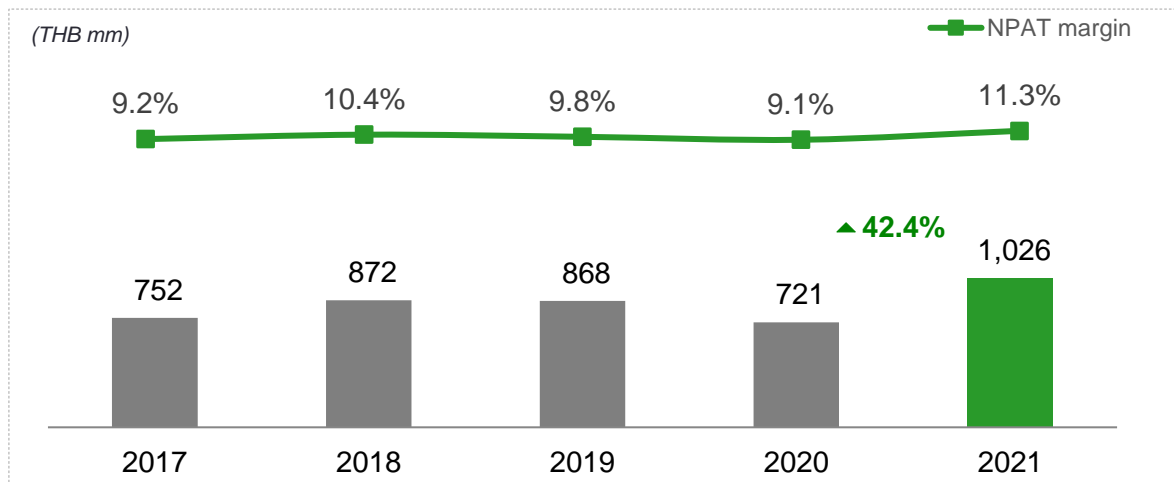


Healthcare & Technical Supply Chain (H&TSC) – Performance

Recurring EBIT and EBIT Margin

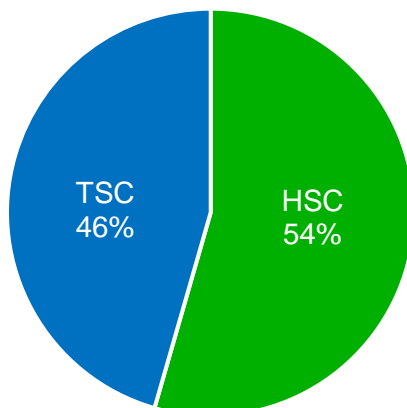


Recurring NPAT and NPAT Margin



Healthcare & Technical Supply Chain (H&TSC) – Performance

1Q 2022 Sales Breakdown



1Q 2022 Highlights

Sales increased by +6.1%

- Increase was , driven by increasing sales at the Healthcare Supply Chain's Pharmaceutical and Medical divisions, and Technical Supply Chain's Specialty and Engineering divisions.

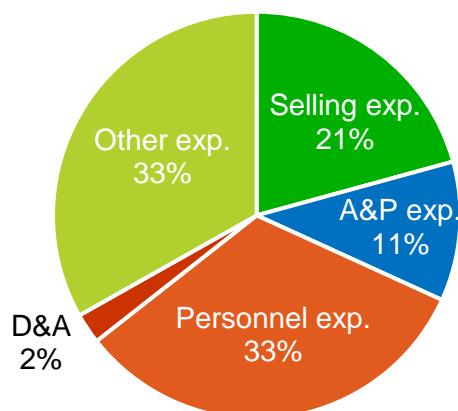
GP Margin decreased by -212bps

- Mainly driven by the sales mix impact seen in both of the supply chains.

Recurring NPAT increased by +2.6%

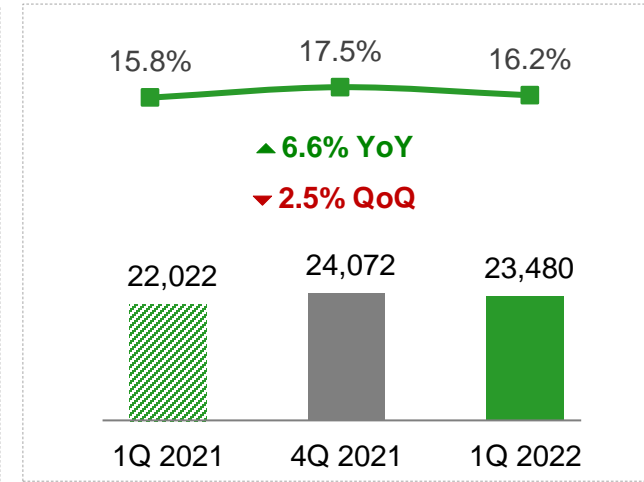
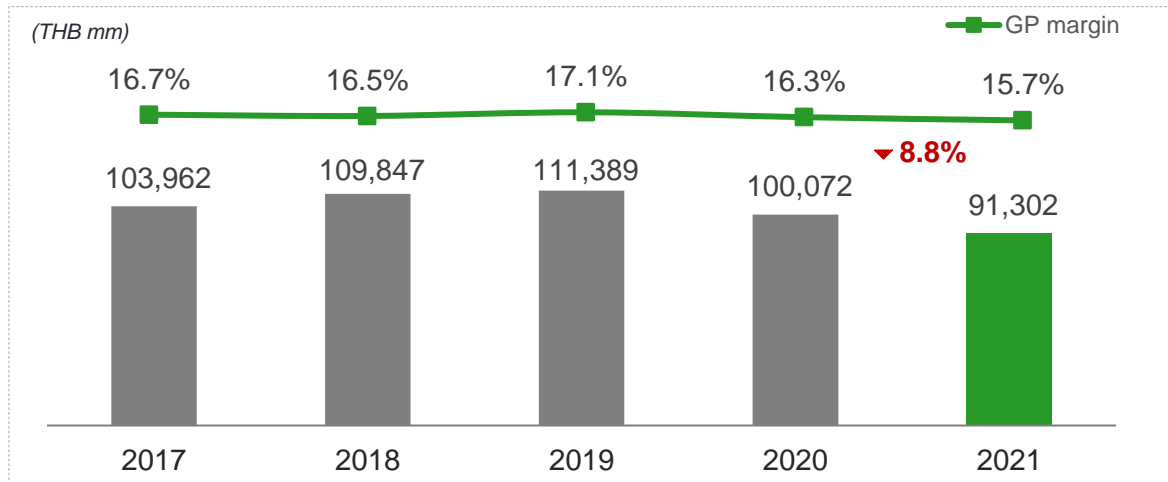
- Driven by sales growth, and increasing share of profits from investment in joint venture.

1Q 2022 SG&A Breakdown

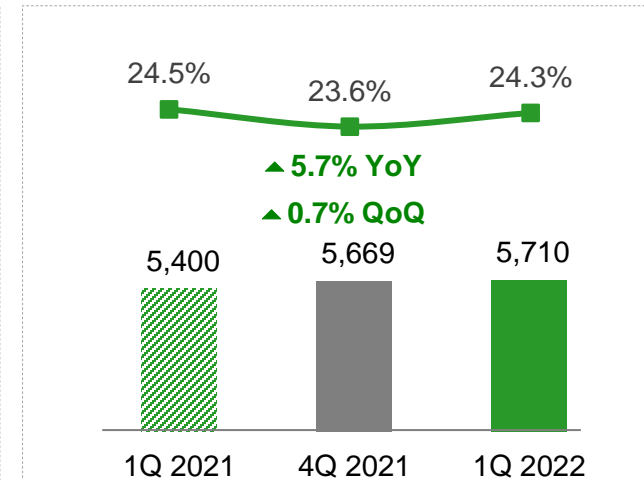
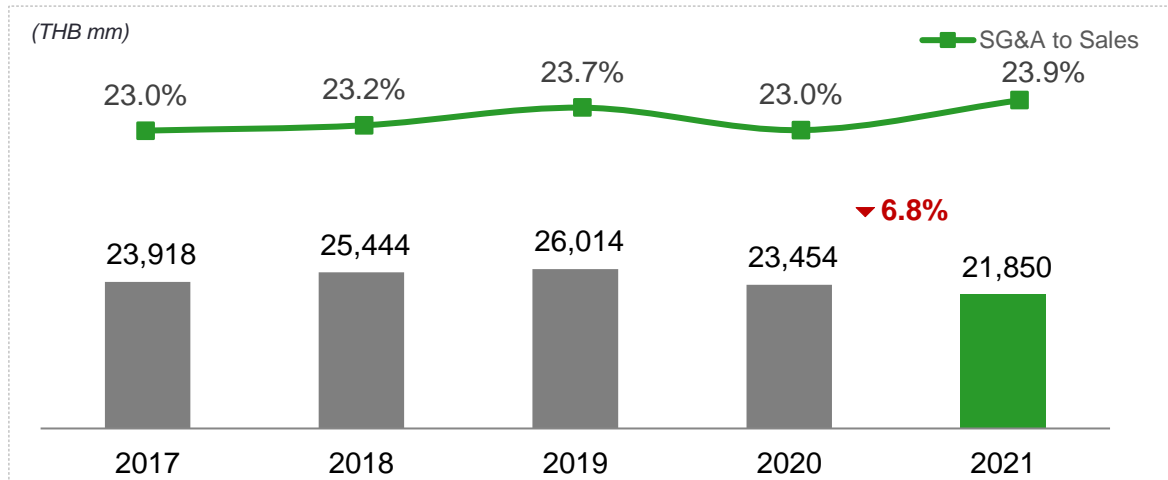


Modern Retail Supply Chain (MSC) – Performance

Sales and GP Margin

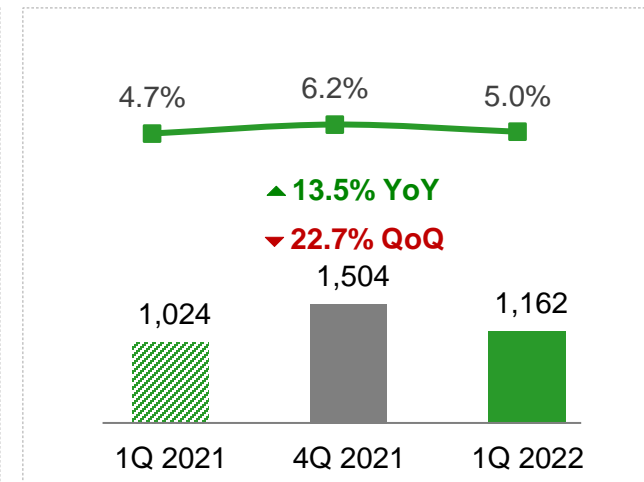
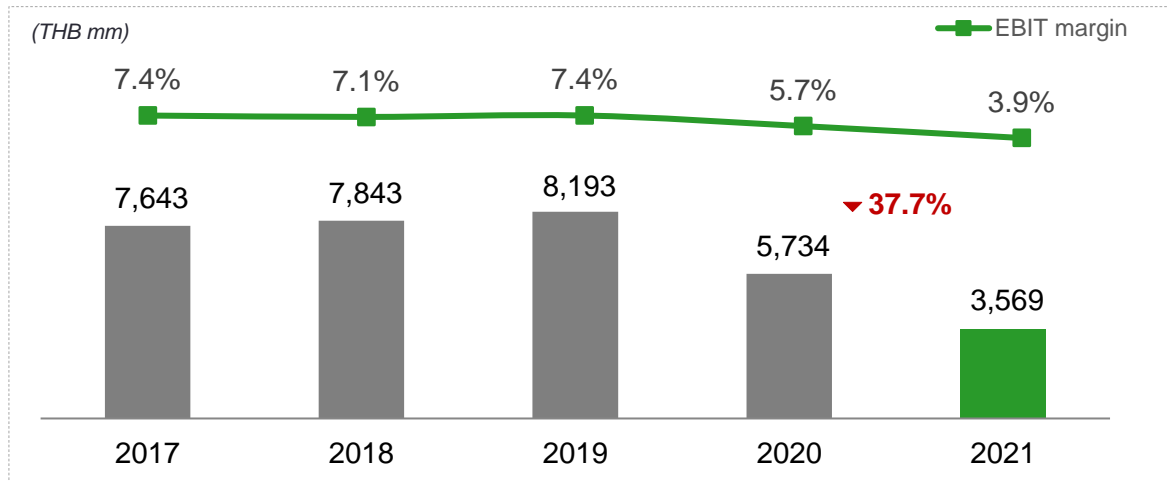


SG&A and SG&A to Sales

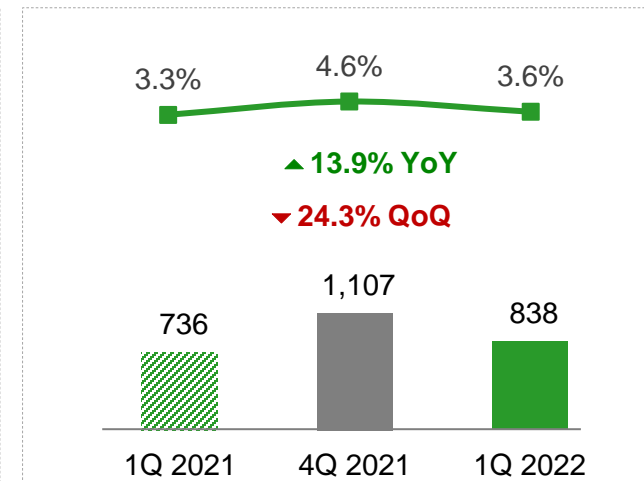
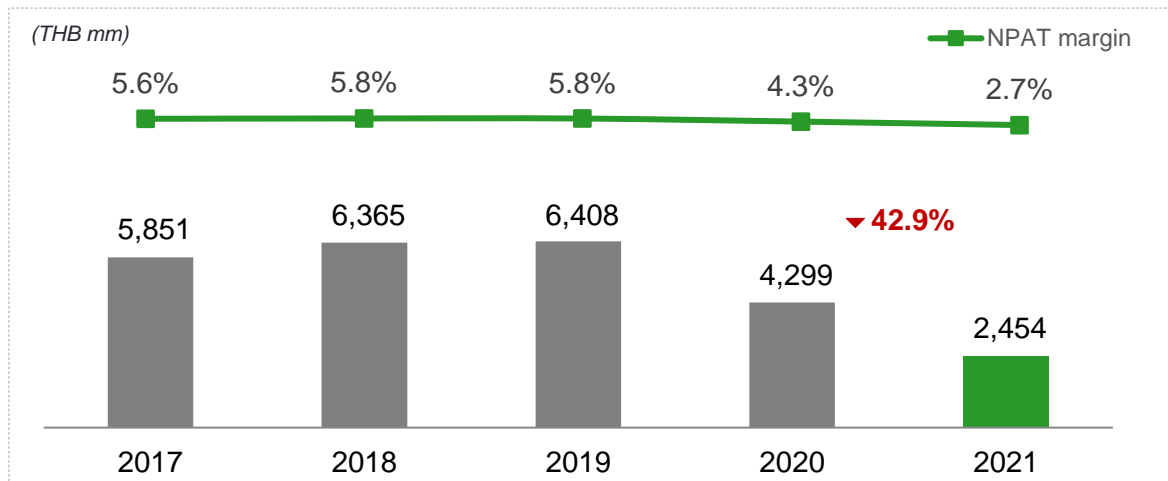


Modern Retail Supply Chain (MSC) – Performance

Recurring EBIT and EBIT Margin

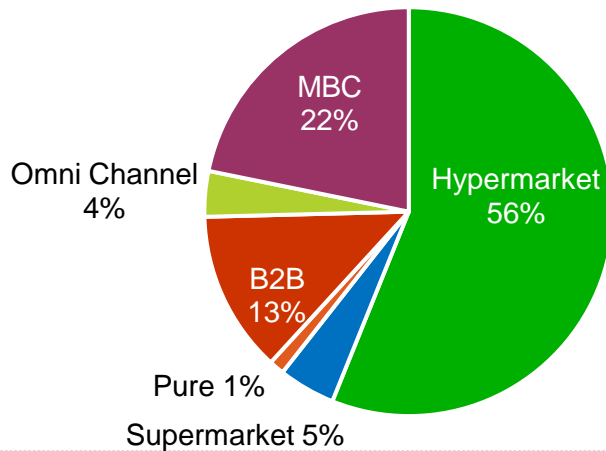


Recurring NPAT and NPAT Margin

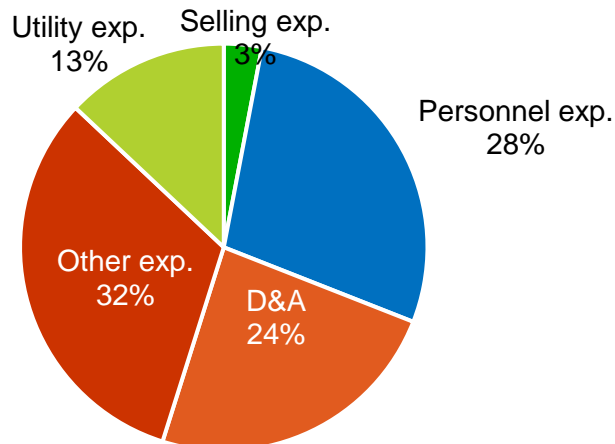


Modern Retail Supply Chain (MSC) – Performance

1Q 2022 Sales Breakdown



1Q 2022 SG&A Breakdown



1Q 2022 Highlights

Sales increased by +6.6%

- Driven by new store openings and solid recovery of same-store-sales growth reaching +2.9% year-on-year for the quarter (excluding B2B SSSG was +2.8%), as we continued seeing solid recovery driven by strong fresh food and dry food sales.

GP Margin increased by +36bps

- Driven by a combination of continued successful promotional investments, category development, good inventory management, and continued initiatives to manage logistic costs and to improve efficiency.

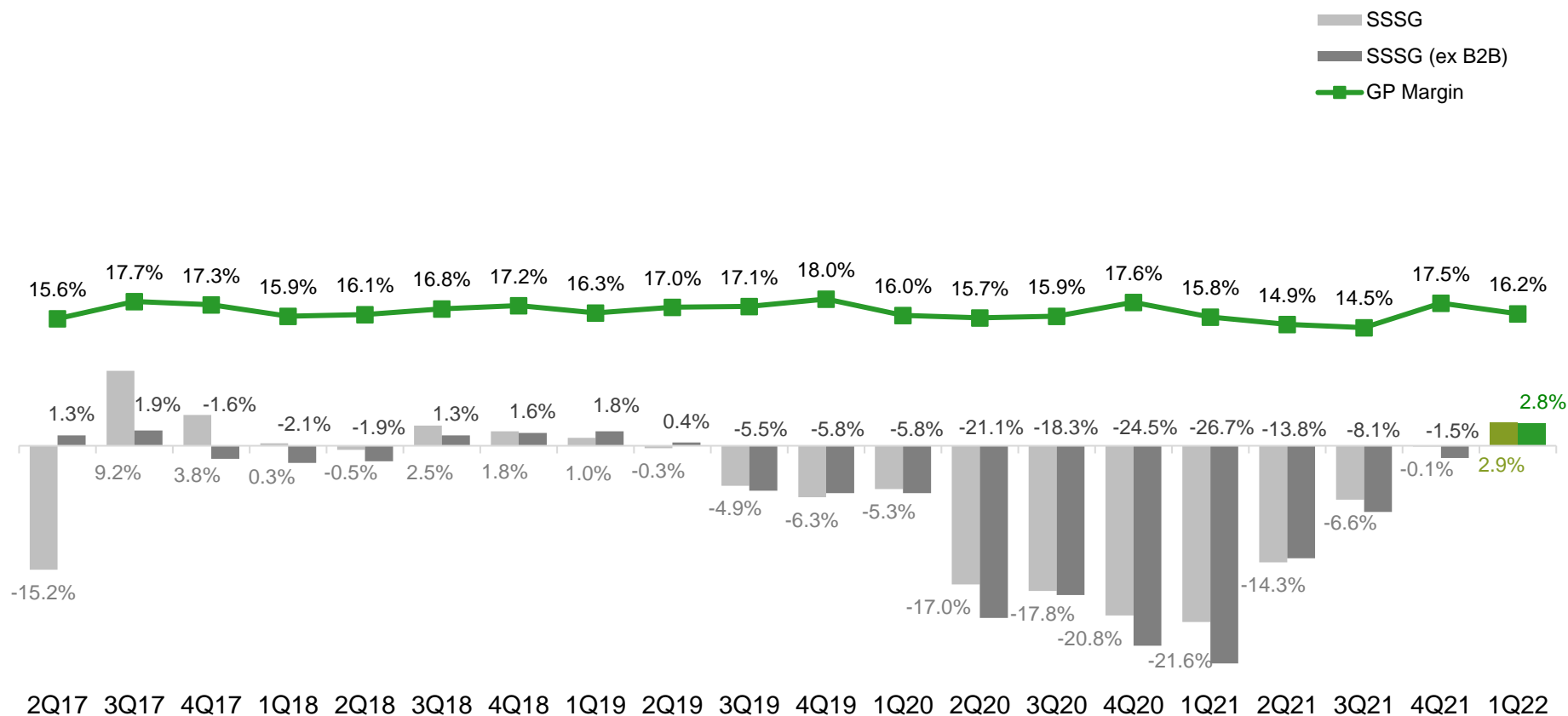
Recurring NPAT increased by +13.9%

- Driven by sales growth, recovering rental and other income, and improving profitability.

MSC – SSSG and Margin Trend

Same-Store Sales Growth (SSSG and SSSG ex. B2B) and GP margin

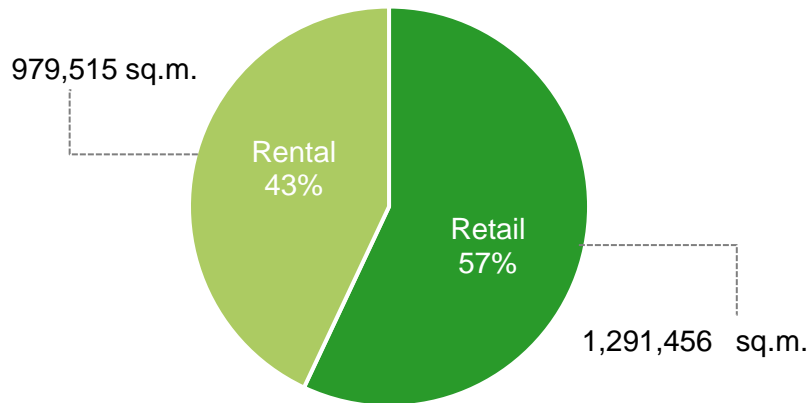
Big C's total sales like-for-like performance and gross profit margin percentage



SSSG returning back to positive level for the 1Q22, driven by Food categories.

MSC – Rental and Other Income

Retail and Rental Area - March 2022¹

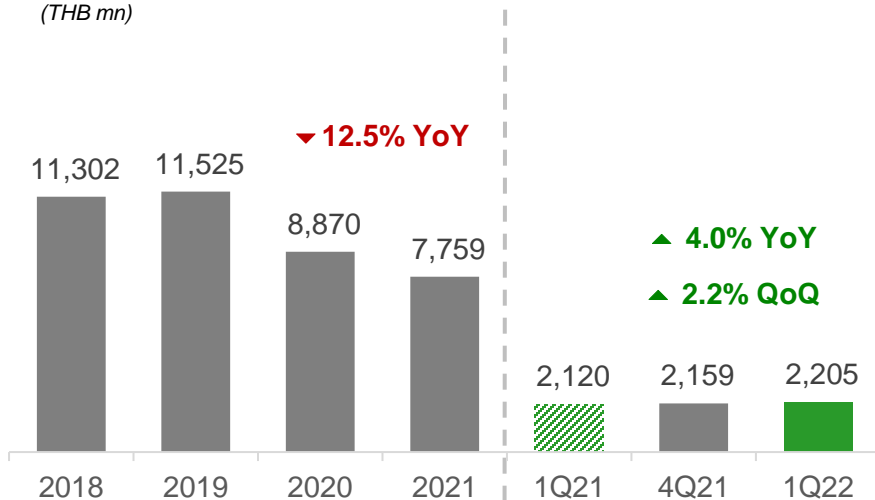


1Q22 Performance

- **Rental income** increased by **+4.0% YoY** in 1Q22 due to lower rental discount offsetting slightly lower occupancy rate.
- **Other income** increased by **+7.4% YoY** driven increasing service income.
- **Occupancy rate** reached **87.5%** for the quarter, still slightly down from same period last year, but continuing quarter-on-quarter recovery.

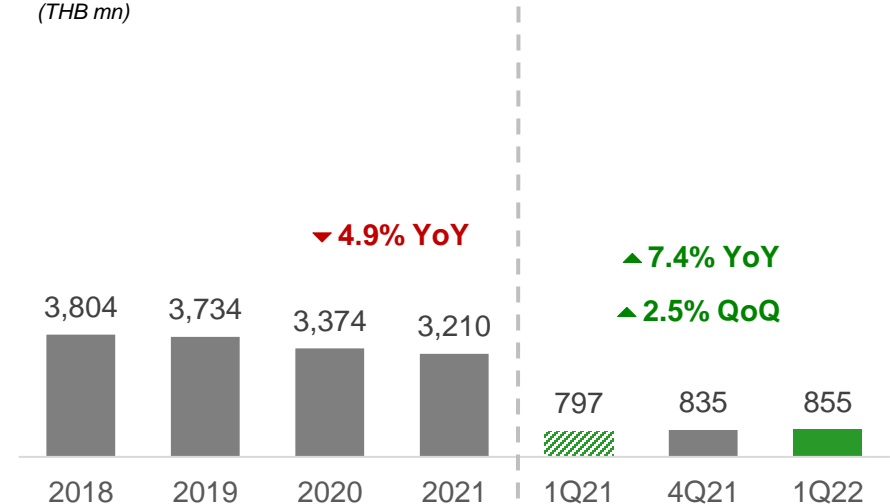
Rental Income

(THB mn)



Other Income

(THB mn)



1: As end of December 2021, including Big C Depot, MM Food Service, and Big C Cambodia

BJC Performance

Operational Update

Operational Update – PSC, CSC and HSC

Packaging Supply Chain

- **Developed a 3D online brochure** for our website featuring a 3D bottle file that can be rotated for easy viewing, helping to present products to customers.
- **Developed Cold End Digital online app** to maintain and combine all collected data from our different plants in one location, aiding in the effective tracking and analysis of activities for optimum maintenance planning.



Consumer Supply Chain

- **Parrot Bar Soap** continued to be strong **No. 1 in Beauty Bar soap**.
- **Parrot Liquid** reached a new record of 9.6% share in Beauty liquid soap brands. **NPD, Parrot Lily Peach Cool liquid, Parrot Oil** outperformed in 1Q22.
- **dmp Kids and dmp Baby** had positive share performance from Disney and Marvel character and unique organic PH 5.5 selling point.
- **Tasto** launched the new cut type “**Tasto Wave**”
- **Dozo** remains a dominant leader with 75.2% value share and delivered strong growth from last year due to the Thematic TVC.
- **KATO** launched NPD mango series 3 SKUs, Kool Kool fresh lunched 3 flavors Fingerroot, Ginger and Lemongrass honey lemon and another 3 variants of KUKURU Strawberry, Lichee and Original yoghurt.
- **Zilk** toilet tissue has retained **No.1 in medium segment** with 61.3% market share.
- **Cellox** launched new packaging of Cellox Line Friends range.
- **Maxmo** market share increased to 47.2% driven by digital campaign launched to educate customers regarding multi-purpose usage together with in-store promotions during Chinese New Year festival.



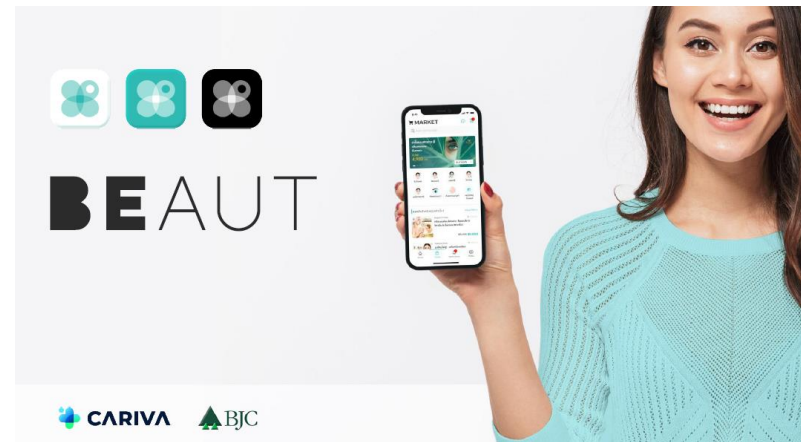
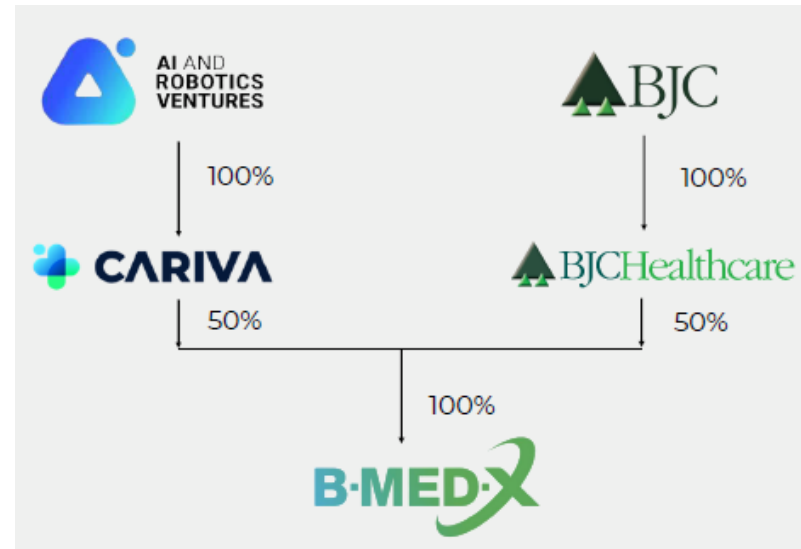
Healthcare Supply Chain

- **Delivered 300,000 vials of Hypercrit**, a drug for chronic kidney failure, to GPO.
- **Launched Kerra**, a Thai Herbal drug for fever, for Covid Patients.



B-Med X

- BJC Healthcare and Cariva **formed B-Med X** company in 22 April 2022 **to enter telemedicine market.**
 - Building Online-to-Offline Commerce (O2O) business by leveraging BJC's business footprint and experience, and CARIVA's expertise in technology-as-service, data infrastructure, and new technology.
 - B-MED X's vision is to be partner of choices in creating customer oriented preventive health care and wellness solutions toward inclusive growth.
 - Starting with a launch of **BEAUT**, an aesthetic marketplace application connecting customers and aesthetic clinics.
 - Aiming to expand in future to the growing to healthcare center, primary care service, remote healthcare and personalized and wellness service areas.



Operational Update – MSC

Expansion Update

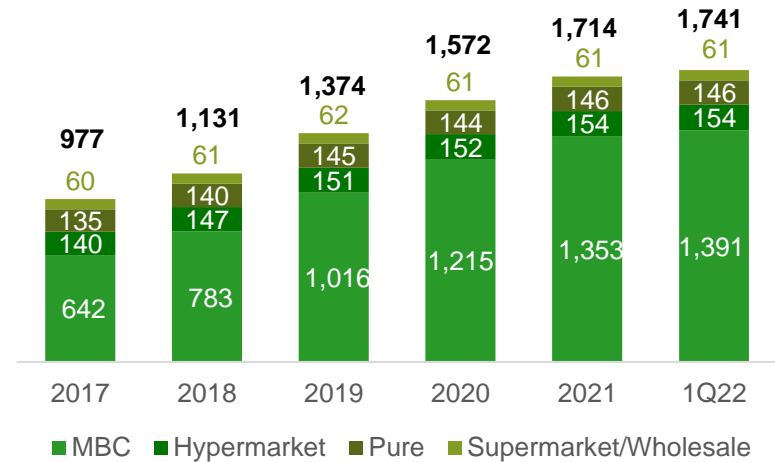
Updated expansion targets for FY2022

- **Hypermarket: 1 + 2 store** (1 opening in 2022, 2 openings delayed to 2023)
- **Supermarket: 5 Foodplace stores**
- **Big C Mini: c.100 stores in Thailand and c.50 stores in Cambodia**
- **Drugstores: 7 Pure, and 2 SiriPharma**

Openings during 1Q22

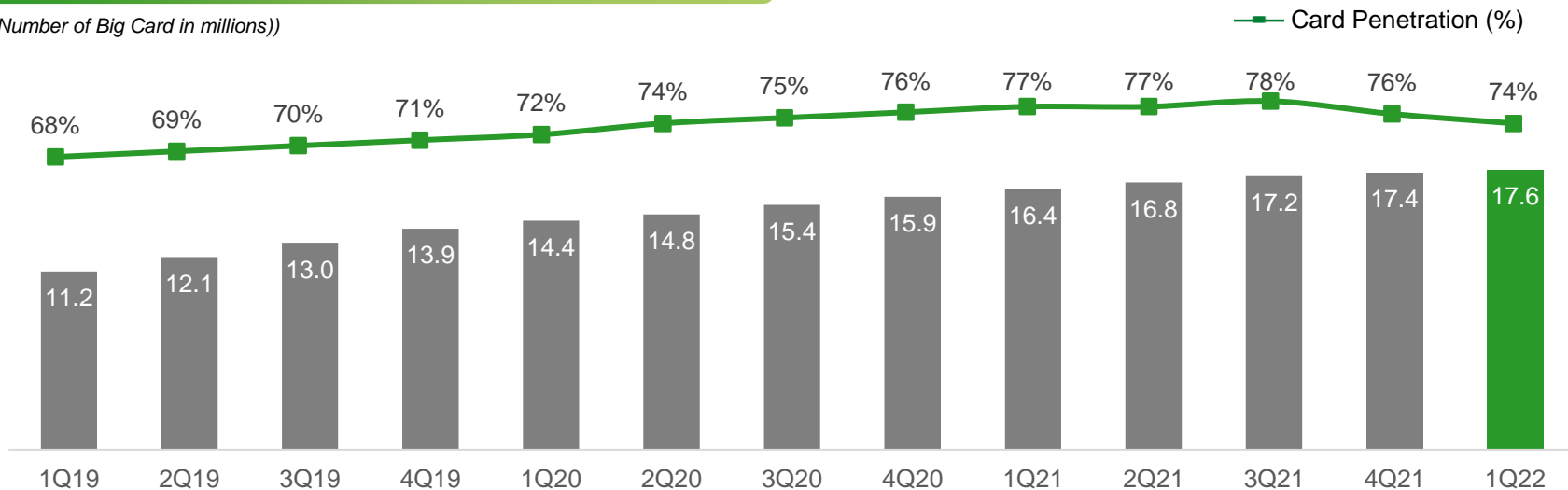
- Opened **41 Big C Mini** stores (and closed 3 Big C Mini Stores), and **2 Pure drugstores**.

No. of Stores



Big Card No. and Penetration

(Number of Big Card in millions)



Operational Update – Private Label Products

Developing Private Labels across categories

Continued Big C Private Label development during the quarter, **increasing Private Label sales penetration to 14.9% for 1Q22**, up from 10.0% in 1Q21.

▪ Dry Food and Fresh Food

- Building customer awareness of **Happy Price Pro** and **We are Fresh** through campaigns across various platforms, from TV commercials to Social media advertisements and content posts, and print and online media.
- **Special displays** at the stores, communicating the key benefits of our private labels at the point of purchase.

▪ Softline

- Focusing on **new besico collection**, with revised and standardized silhouettes and patterns, offering international quality and innovative fabrics to differentiate from mass market.
- **Update and improve store displays** to match with the softline collection development and improve customer satisfaction.
- **Improving supplier and stock management** driving efficiency and improving profitability.

▪ Homeline

- **Launched new besico SKU's** in coffee maker range, vacuum flask and new color theme “Summer plastic” range etc. at Hypermarket, Big C Mini and Big C Market stores supported by POSM.
- In addition to regular online ads, ran **video advertising** to build customer awareness and drive sales **across various social media platforms**.



BJC Growing Sustainably

BJC - Our place in the society

Over the years BJC has been involved in numerous projects and activities to help the society. Below are some of the examples of our actives from 2021

Environment | Public Health & Community | Education



- **1,800 kg of plastic bottles** was recycled into 1,000 PPE sets and 1,000 bedding sets
- **300 kg of aluminum cans** was recycled 50,000 cans of new drinking water packaging to support field hospitals treating COVID-19 patients

The Green Roof Project to collect **92,460 kg of boxes** to recycle into roofing sheets



BJC Cellox "Separate paper waste, Exchange for Tissue" for **52,729 kg**

BJC - Our place in the society

Over the years BJC has been involved in numerous projects and activities to help the society. Below are some of the examples of our actives from 2021

Environment | **Public Health & Community** | Education



Opened 19 COVID-19 vaccination centers, with a total of **755,673 vaccine doses** available to the public.



Providing **200,000 ATK test kits** to medical personnel, staff, and volunteers across the country.



BJC - Our place in the society

Over the years BJC has been involved in numerous projects and activities to help the society.
Below are some of the examples of our actives from 2021

Environment | Public Health & Community | **Education**



To recycle a **desk calendar** in order to create braille media



Donated a **3D skull X-ray machine** to Thammasat University for teaching and learning purposes



Remote School project
Renovate the school and library buildings

BJC – Global and local recognition of our ESG policies and efforts

Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA

DJSI - Dow Jones Sustainability Indices

BJC was listed in DJSI Sustainability Yearbook for the second consecutive year in 2022. Moreover BJC was awarded the Industry Mover status in 2021, and recognized with the distinction of Silver Class in 2022 under “Food and Staples Retailing” industry.



FTSE4Good

FTSE4Good

BJC was included as a member of FTSE4Good Emerging Markets and FTSE4Good ASEAN 5 indexes by FTSE Russell in 2021 (21st June 2021)

Global recognition

SUSTAINABLE DEVELOPMENT AWARDS

Local recognition



THIS - Thailand Sustainability Investment Index

BJC was included into Stock Exchange of Thailand's - Thailand Sustainability Investment (THSI) Index for the second consecutive year in 2021.

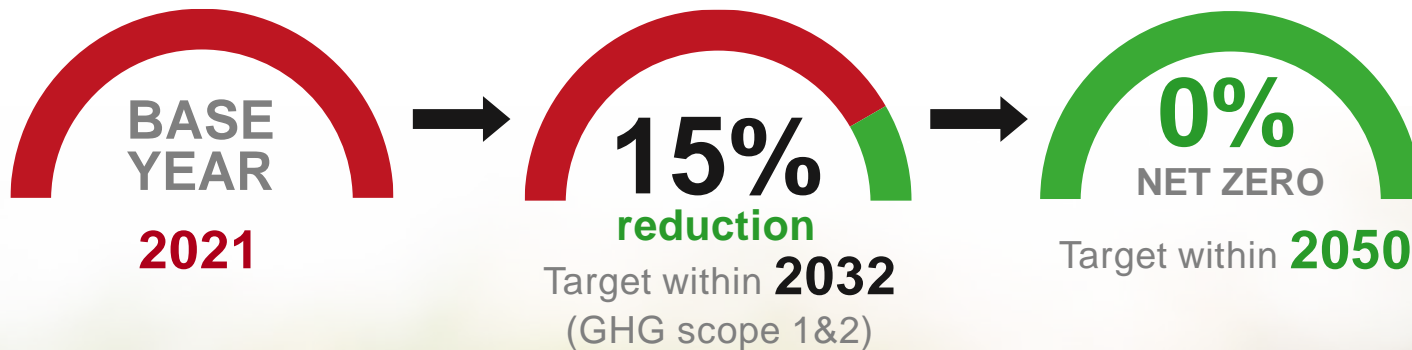


ESG100 - Thaipat ESG Index

BJC was included in Thaipat Institutes “ESG100 Sustainable Investment Option” list for fourth year in a row 2018 - 2021.

BJC - Our major sustainable development goals

Target to **reduce** greenhouse gas emissions intensity compared to base year 2021



Comparing Targets:



1+5 (1 Build 5 Curb)

In an addition to the Net Zero target in 2050, we have established 10 year target under the "1+5" BJC 150th Sustainable Environmental Goal



1 BUILD

Plant 150,000 more trees



5 CURB

Reduce the Emissions of Scope 1&2



Reduce the use of non-renewable energy



Reduce water consumption



Reduce the generation of food waste



Reduce the use of packaging (weight)



THANK YOU

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