



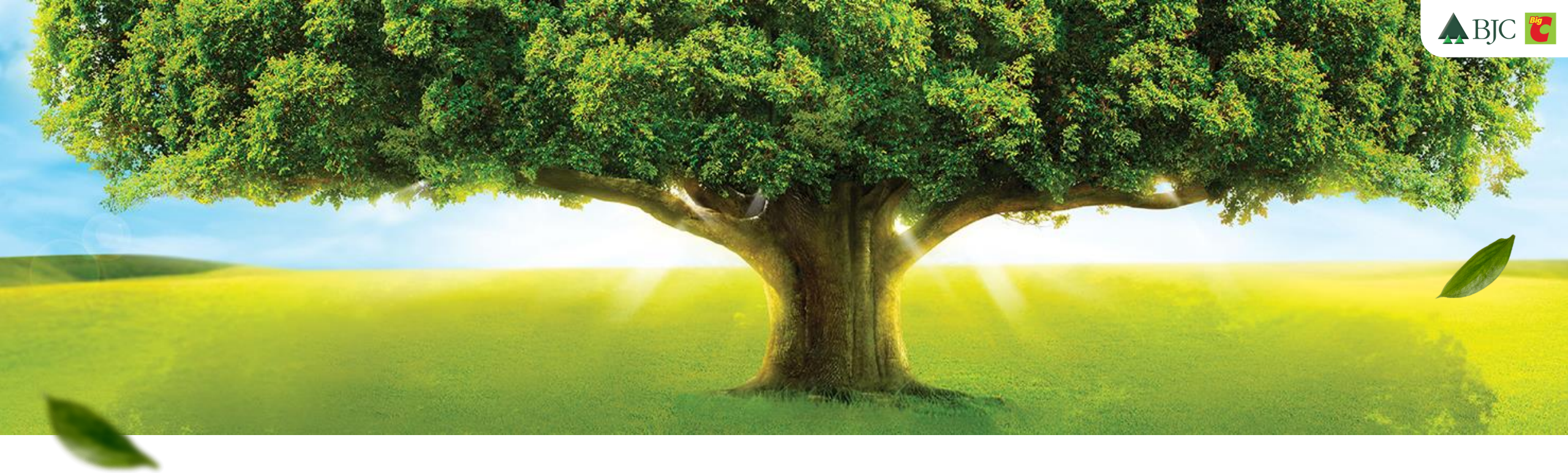
2Q2024 BJC Earnings Presentation

19th Aug 2024



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| Disclaimer



| Agenda

- **Key Highlights**
- **Financial Results**
- **Business Performance**
 - *Packaging Supply chain*
 - *Consumer Supply chain*
 - *Healthcare & Technical Supply chain*
 - *Modern trade retail Supply chain*
- **Appendix**

The background of the slide is a photograph showing the hands and arms of several people gathered around a table, looking at and pointing to various documents and charts. The documents contain colorful bar and line graphs. A white semi-transparent banner is overlaid across the middle of the image, containing the title text. A solid green vertical bar is positioned to the left of the banner.

2Q24 Key Highlights

Operating profit jumped 15% thanks to efficiency improvement, better cost management and product mix

SALES

39,739 MB

+0.9% YoY



GROSS PROFIT MARGIN

20.3%

+137 bps YoY



NET PROFIT

1,228 MB

+1.5% YoY



EBIT

3,352 MB

+14.8% YoY



AVERAGE COST OF DEBT

3.40%

in 2Q24



1H24 Cost saving

294 MB

68% progress



Achieved 294MB or 68% of cost saving target 432MB

Solar rooftop installation and transportation saving



Big C installed solar rooftop in additional 9 sites and fully recognized transportation saving through new DC in Suraj Thani

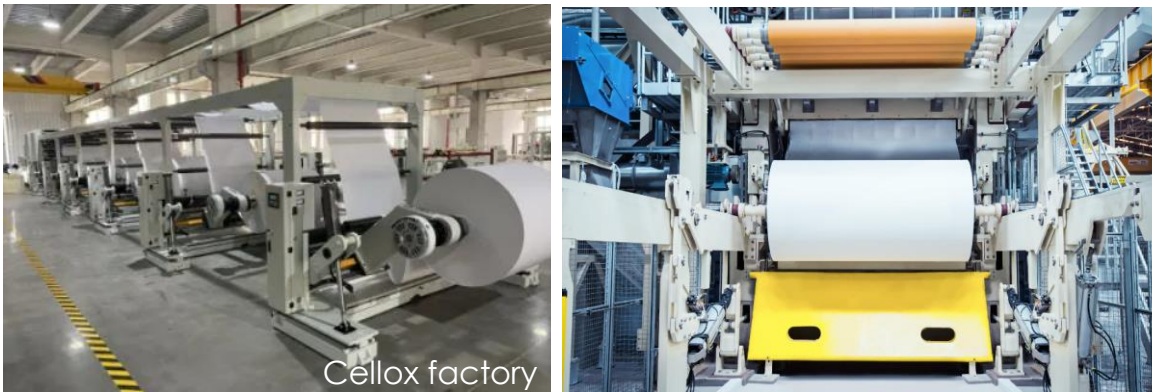
Energy and Raw Material reduction at Glass factory



Smart AI (ESIII) to minimize energy consumption and increase efficiency

Glass Reformulation

Raw material waste reduction at Tissue Paper factory



Cellox factory

Reduce Base sheet reject

Reduce Fiber loss

Automation in production at Personal Care factory



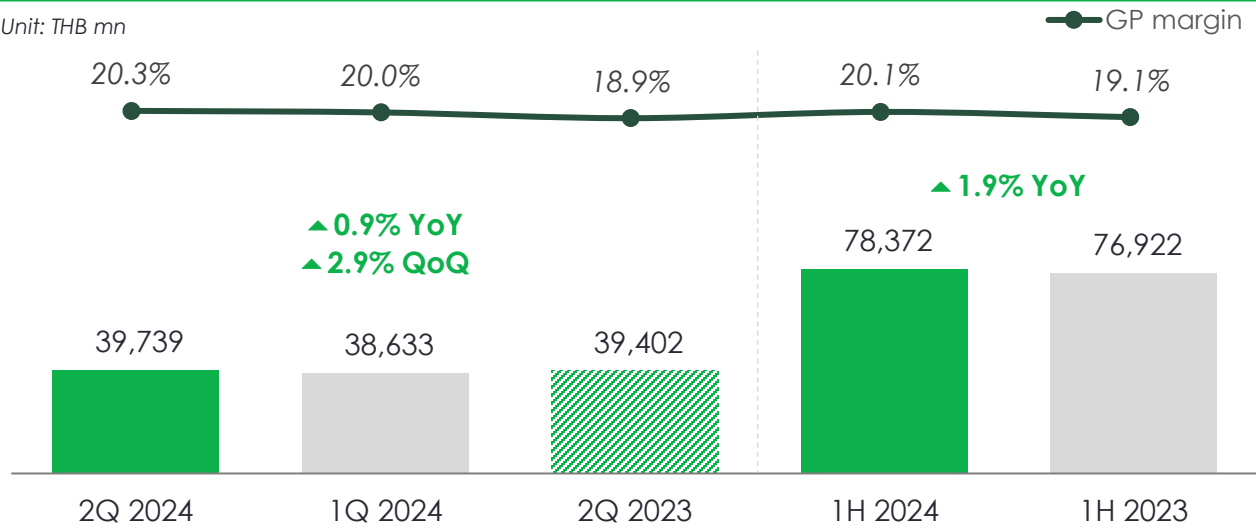
Installed an automatically fills liquid soap machine in Rubia



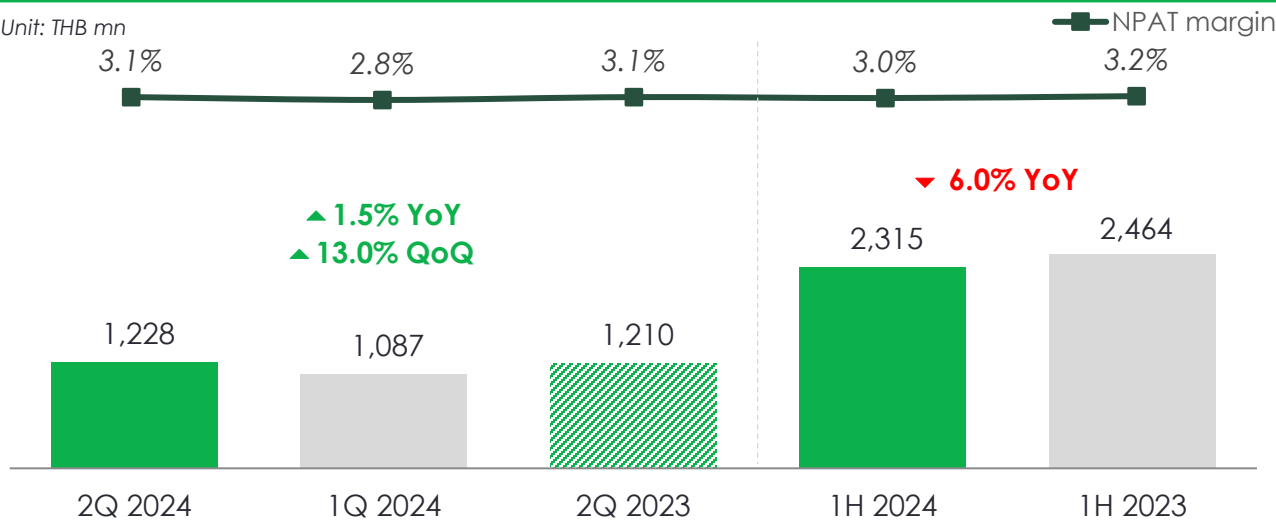
Financial Results

Overall Performance

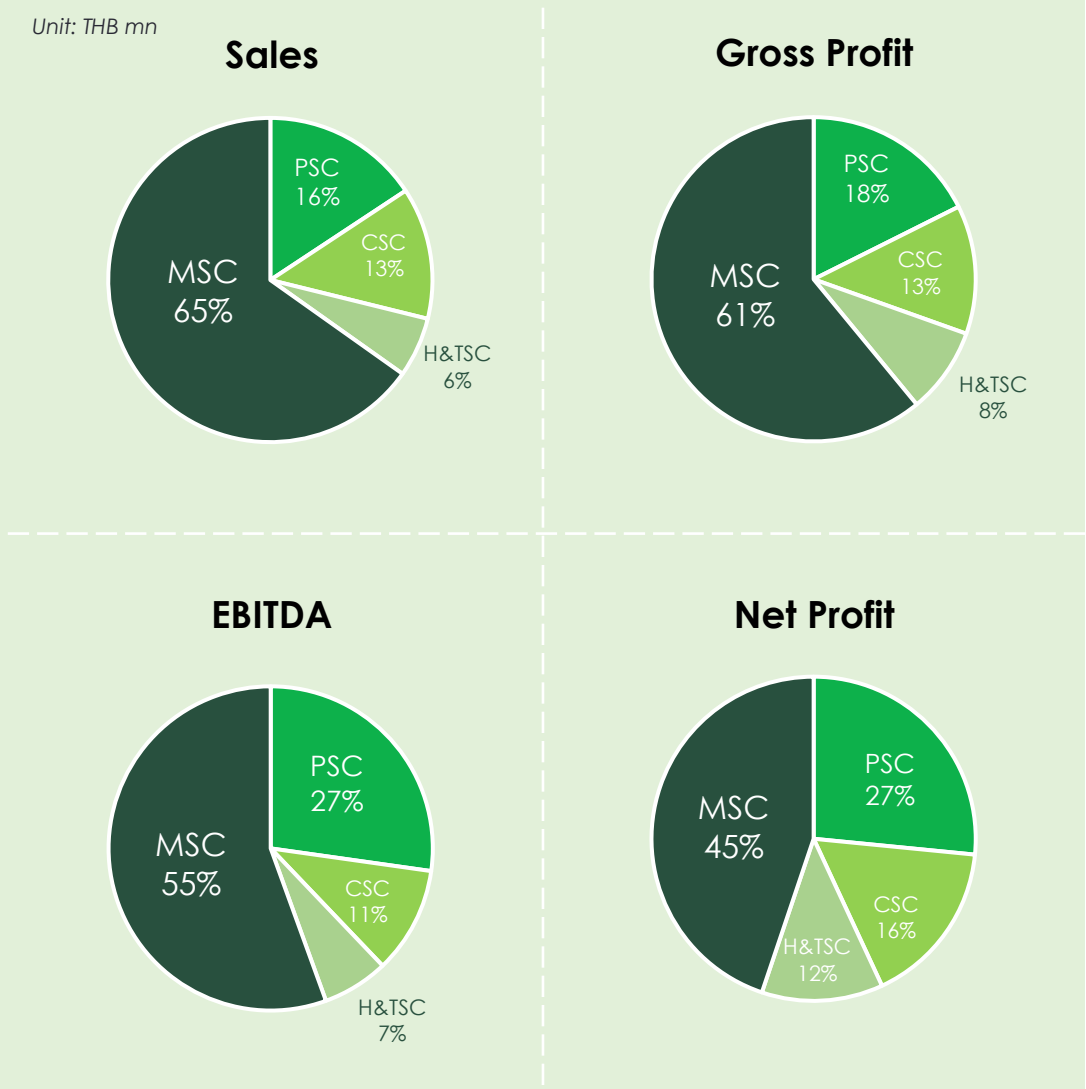
Sales and GP Margin



Normalized NPAT and NPAT Margin



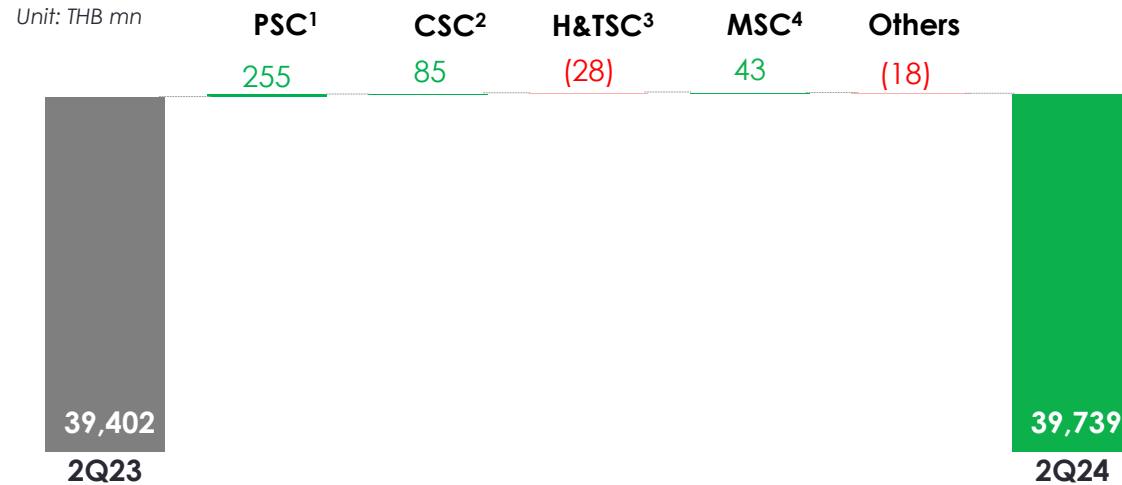
2Q24 Performance Breakdown



2Q24 vs. 2Q23

Supply Chain Contribution

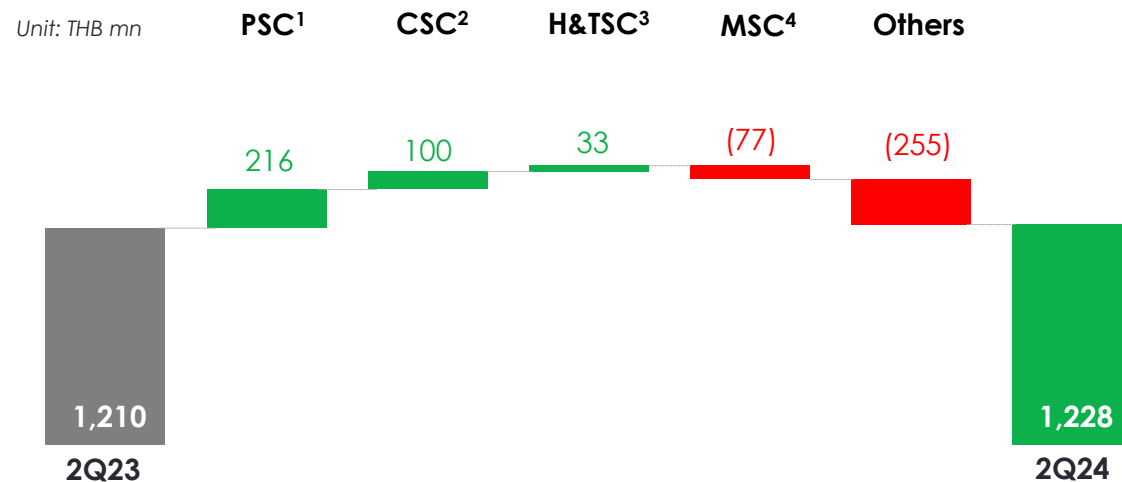
Sales performance across supply chain



2Q24 consolidated sales of THB 39,739 million, an increase of THB 337 million or +0.9% YoY.

- **PSC's sales** increased **+4.2% YoY**, driven by increasing sales from soft drink and coffee at Aluminum Can packaging.
- **CSC's sales** increased **+1.6% YoY**, driven by increasing sales of Non-Foods Group. Personal care group sales growth for both Parrot and dmp products due to successful marketing campaign which led to higher market share.
- **H&TSC's sales** decreased **-1.2% YoY** driven by lower Medical equipment sales from the delayed government budget. However, the government budget will benefit medical equipment from 2H2024 onwards.
- **MSC's sales** increased **+0.2% YoY**, driven by new store openings.

Net profit performance across supply chain



2Q24 net profit of THB 1,228 million, an increase of THB 18 million or 1.5% YoY.

- **PSC's net profit** **increase YoY** was driven by increasing sales and profitability improvement.
- **CSC's net profit** **increase YoY** as due to better product mix (more sales of high profit margin products) and better cost control.
- **H&TSC's net profit** **increase YoY**, driven by lower SGA.
- **MSC's net profit** **decrease YoY**, mainly driven by lower other income, and higher SG&A expenses mainly due to store expansion in Thailand and overseas.

Note: (1) PSC - Packaging Supply Chain (2) CSC - Consumer Supply Chain (3) H&TSC- Health Care and Technical Supply Chain (4) MSC- Modern Retail Supply Chain



Business Performance



Packaging Supply Chain



Glass Products Launched in 1H2024, 8MB

Happy boy & hello boy



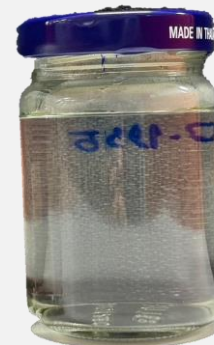
Earth born (agrilife)



Kablon farms & delizie



Srithai daily foods



Paradise Coconut oil, seonmul soju, Som OT



Upcoming Glass Products in 2H2024, 94MB

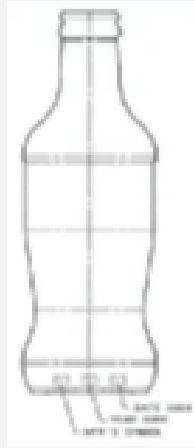
Ready



San Miguel Beer



Contour



Medicine Bottle



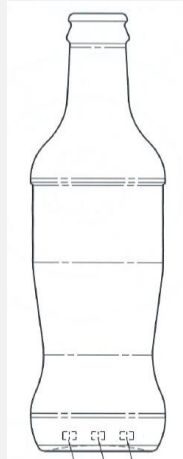
Hi Vitamin C



Somersby Cider Drink



Nordic



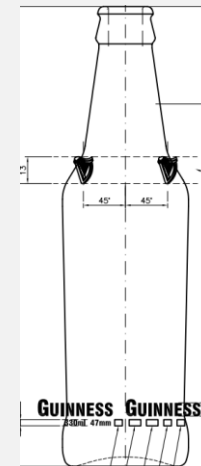
Bird's Nest



Fish Sauce



Amber Bottle



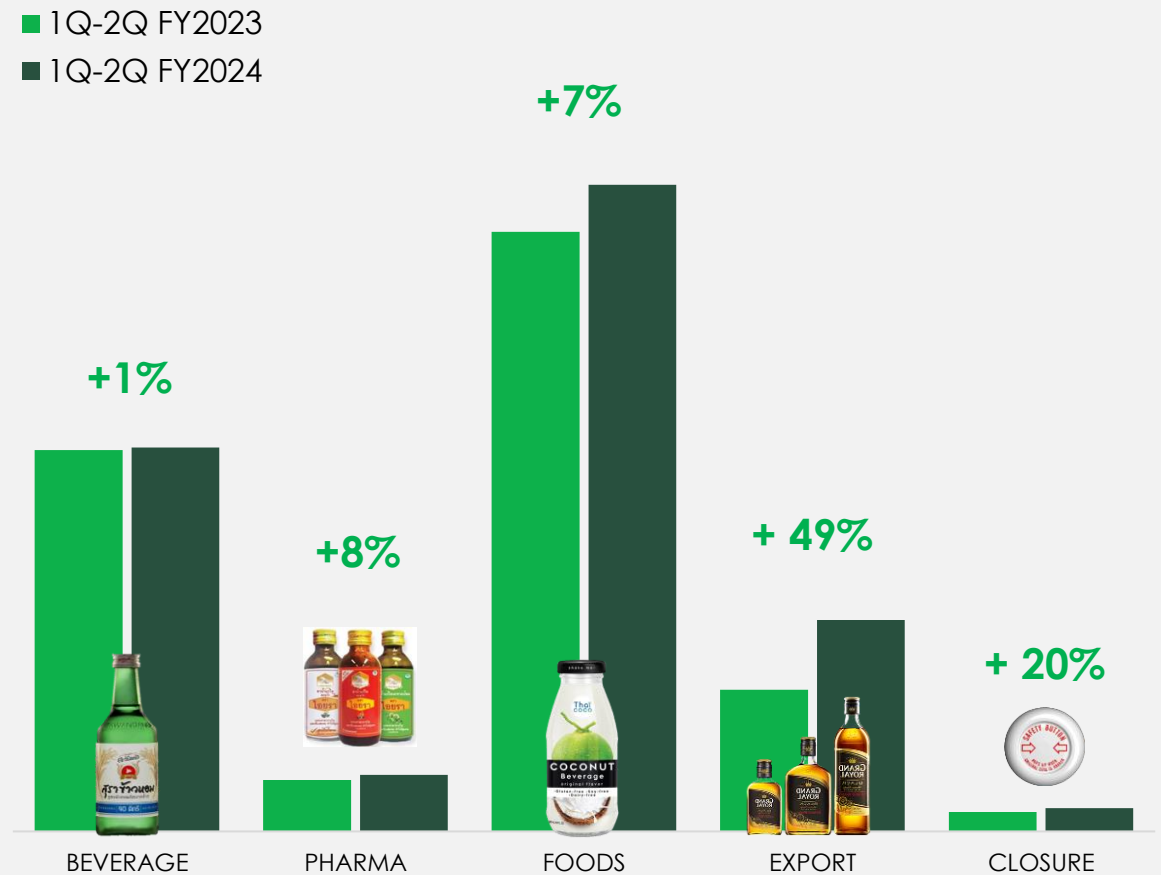
Nguan Soon



Key Focus in 2H2024 - Glass

- **Focus to grow 3rd parties portfolio** with the focus on Food and export segment
- **Overall sales** is expected to **fully recovered** from **3Q24 onwards**
- **Soda Ash price** locked until early next year
- **Cost saving initiatives** in progress.

3rd Parties sales growth by Product Group in 1H24 vs 1H23



Key Focus in 2H2024 - Glass

New Color Glass Bottle- Antique Green



Status: In the process of negotiating prices & conditions with the Potential Customer

Tentative for 1st Commercial Run: 3Q2025

Small Electric Furnace



Objective:

- Target new customer segmentation, increase efficiency and competitiveness of BJC Glass.
- Contribute to energy saving and reduce gas emissions by adopting new electric furnace.

Furnace detail:

- Furnace capacity 60 Tons/Day

Tentative for 1st Commercial Run : 4Q2025

Aluminum Can Products Launched in 1H2024, 138MB

Singha lemon soda



M150- Sparkling



Savan beer



Schweppes



Birdy barista



Calpis soda



Vitamin Drinks



Upcoming Aluminum Can Products in 2H2024, 23MB

Aluminum Bottle



Tokyo Cold Brew



Yuan



Key Focus in 2H2024 – Aluminum Can

- **Sustainability:** Closely work with customers to prepare for carbon tariff
- **New Categories:** Beer, Functional Drink and Premium segments through strong R&D Capabilities – R&D Support Shelf-life warranty
- **Graphic Studio:** “Solution Provider” for any type of beverage in can to “Reduce Time to Market” with special MOQ for new product launch

Graphic Studio



R&D Centers



Consumer Supply Chain



New Categories Hair Care - Promise

แชมพู และ ครีมนวดผม + นวัตกรรมนาโนแคราติน บำรุงลึกถึงแกนผมอย่างต่อเนื่อง
 ผสมน้ำมันสกัดเข้มข้นถึง 5 ชนิด ช่วยให้ผมชุ่มชื้น เงางาม เฟิร์มสวย
Argan Oil, Olive Oil, Sweet Almond Oil, Sunflower Oil, and Corn Oil



Soft & Strong | สูตรผมสวยแข็งแรง

ผมนุ่ม เงางาม จัดทรงง่าย ไม่ชี้ฟู หวีง่าย ลดการขาดร่วง ผมแข็งแรงขึ้น 2 เท่า

Repair & Restore | สูตรป้องกันและฟื้นฟูผมเสีย

ฟื้นฟูและบำรุงล้ำลึก เห็นผลตั้งแต่ครั้งแรกที่ใช้ ผมสวยสุขภาพดี
 ลดปัญหาผมแห้งแตกปลาย

Scalp Care & Anti-Dandruff | สูตรดูแลหนังศีรษะ ลดรังแค

สร้างสมดุลหนังศีรษะให้มีสุขภาพดี ลดความมัน และป้องกันต้นเหตุการเกิดรังแค

ชนะผลการทดสอบจากผู้ใช้งานจริงกว่า 300 คน

'ผมหอม แข็งแรง นุ่มลื่น ไม่พันกัน'



ติดตามข่าวสารของพรอมิสได้ที่ PromiseHairCareTH

New Category Facial Care - Faciz

Official Store

Anti-Aging Skincare Regimen - Aug

Supplement - Oct



Products Launched in 1H2024, 120MB

Food Group



Personal care Group



Paper Group



Upcoming Consumer Products in 2H2024, 281MB

Food Group



Personal care Group



Paper Group



Key Focus in 2H2024

Win New Businesses



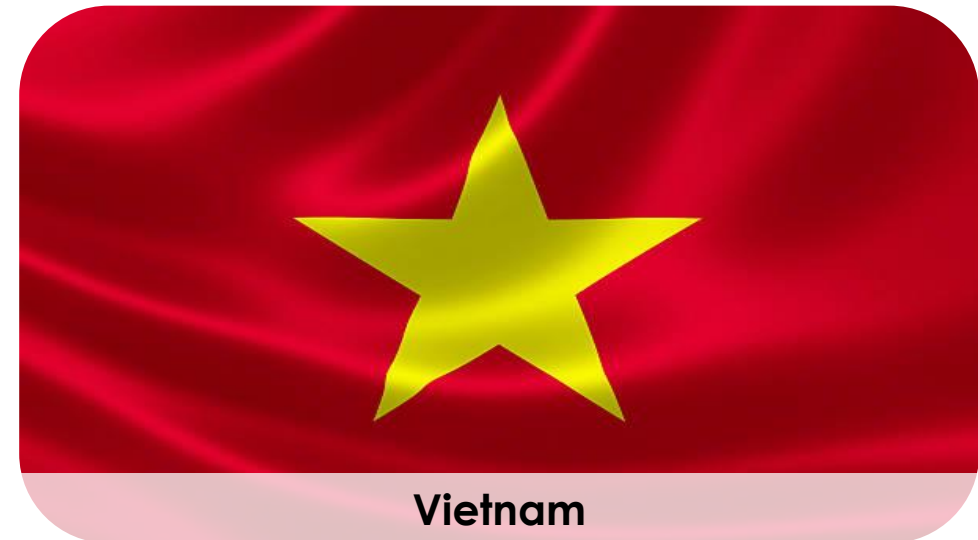
New Product Category



International and Export Sales

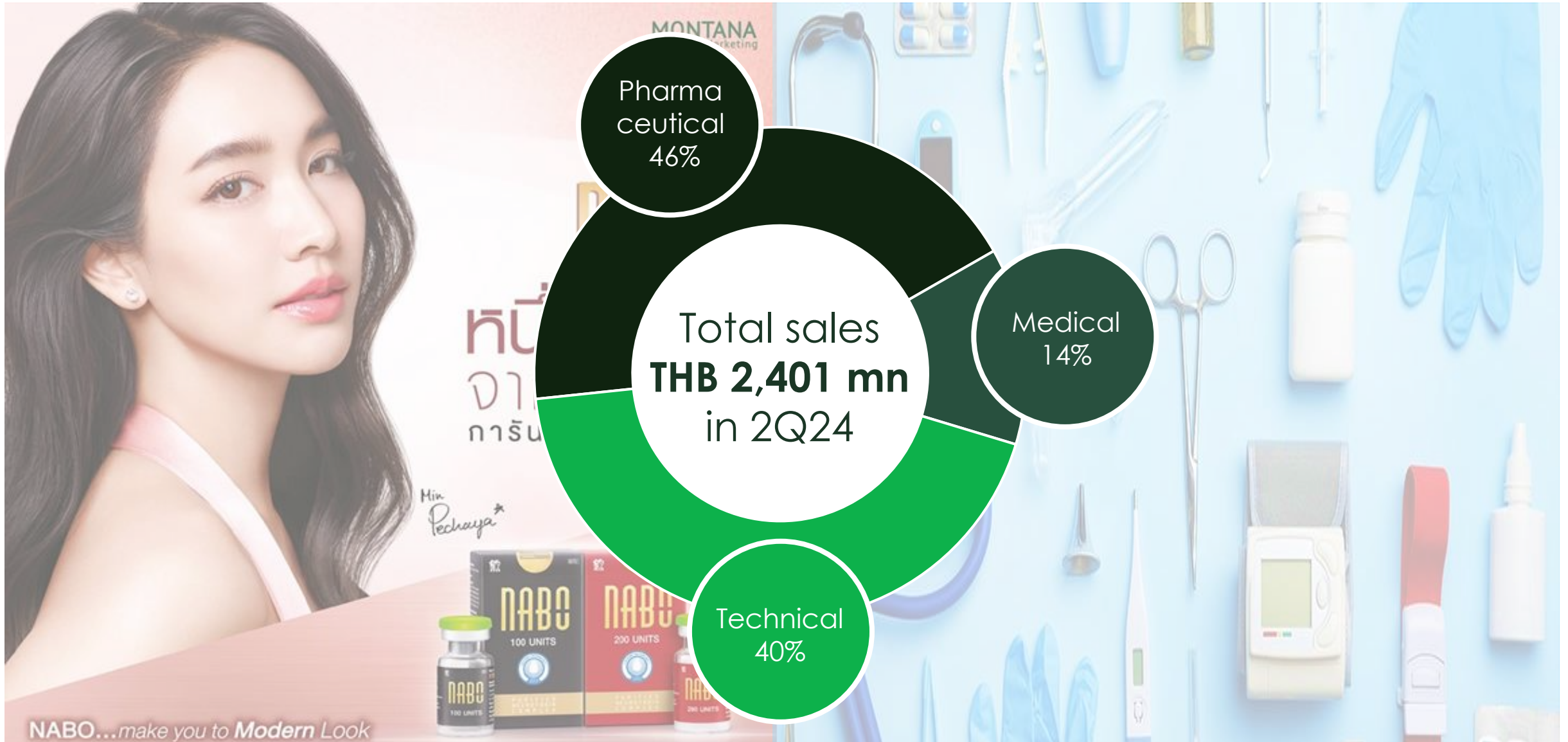


New Customers



Vietnam

Healthcare and Technical Supply Chain



Products Launched in 1H2024, 33MB

Teoxane



APTOS



Oablok



Allesaga patch

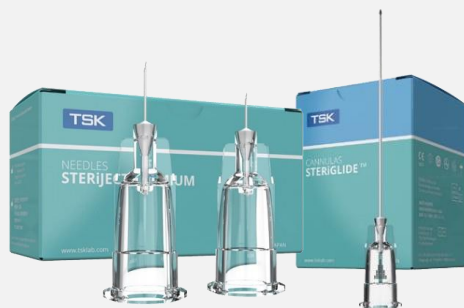


Upcoming Products in 2H2024, 79MB

Teoxane



TSK cannula and needle



Feitas



VKL



Calco



Albii



AI Solution for Mammography



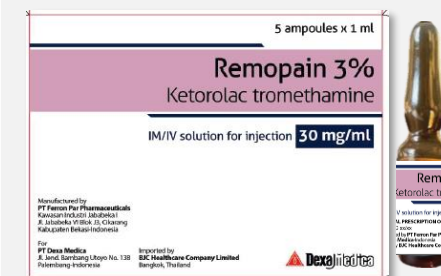
Look&Lubb Plus



Atri ONE



Remopain



Key Focus in 2H2024

Comeback of Medical device



New product Launch



New suppliers for Specialties

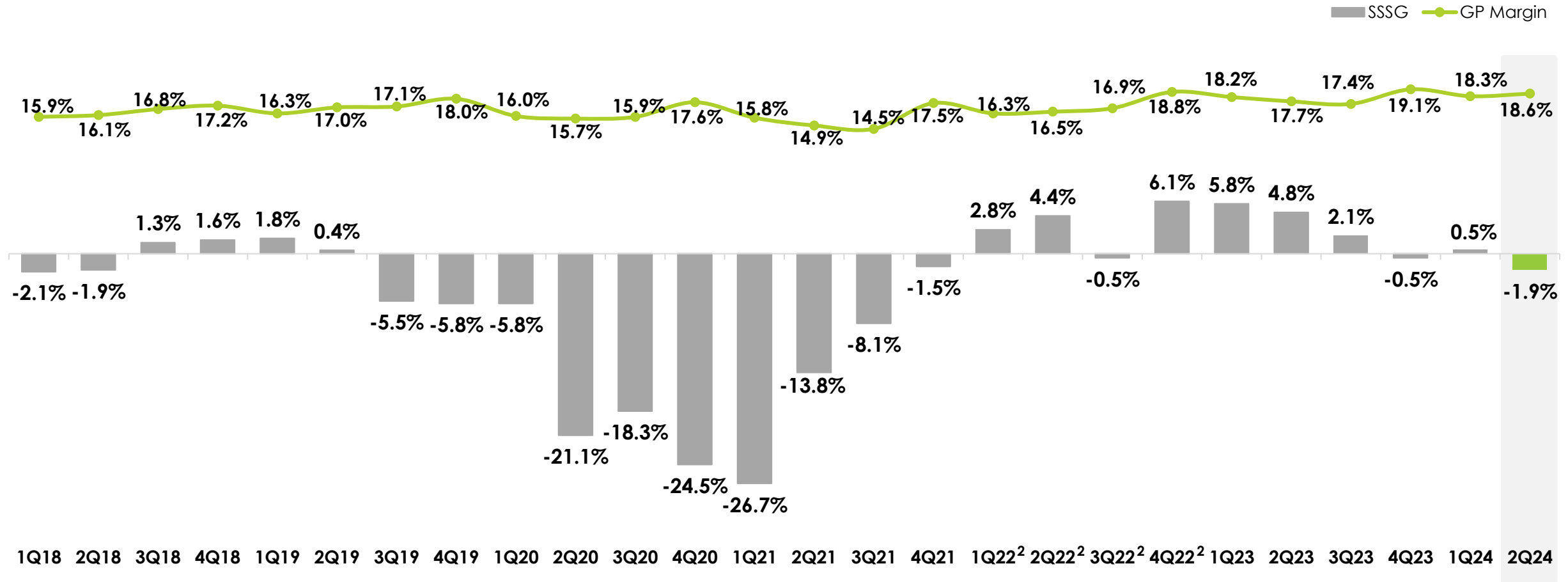


Modern Retail Supply Chain



Same-Store Sales Growth¹ and GP%

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



SSSG slightly negative for 2Q24 but bounced back to positive in June. Strong GP% year-on-year improvement

¹ SSSG refers to same-store sales growth, excluding B2B sales.

² Restated the financial information due to the impact from the business combination under common control and due to reclassification of business segments.

2H2024 Focus

Sales Driver



Fresh Food:
Drive traffic and differentiate.



Format focus:
Develop and differentiate.



Wholesale business:
Grow profitable sales.



Communication and marketing:
Simplify and execute.

Profit Driver



Drive profitable categories
to continue margin expansion.

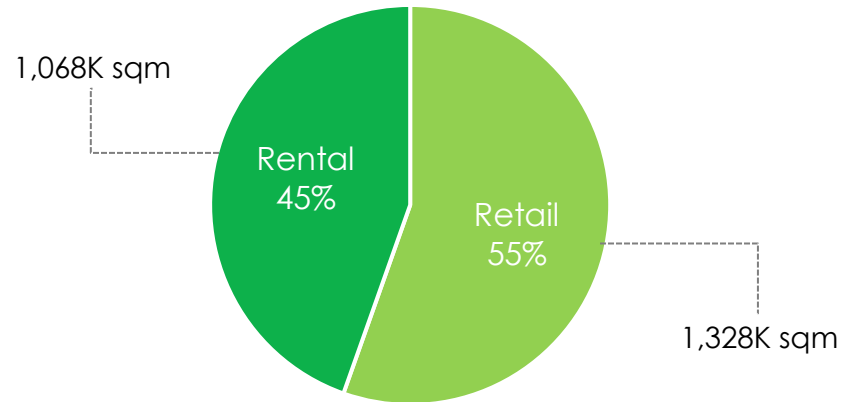


Improve availability whilst
reducing inventory and costs.

Driving sales, whilst maintaining profitability growth momentum.

Rental and Other Income

Retail and Rental¹ Area – June 2024

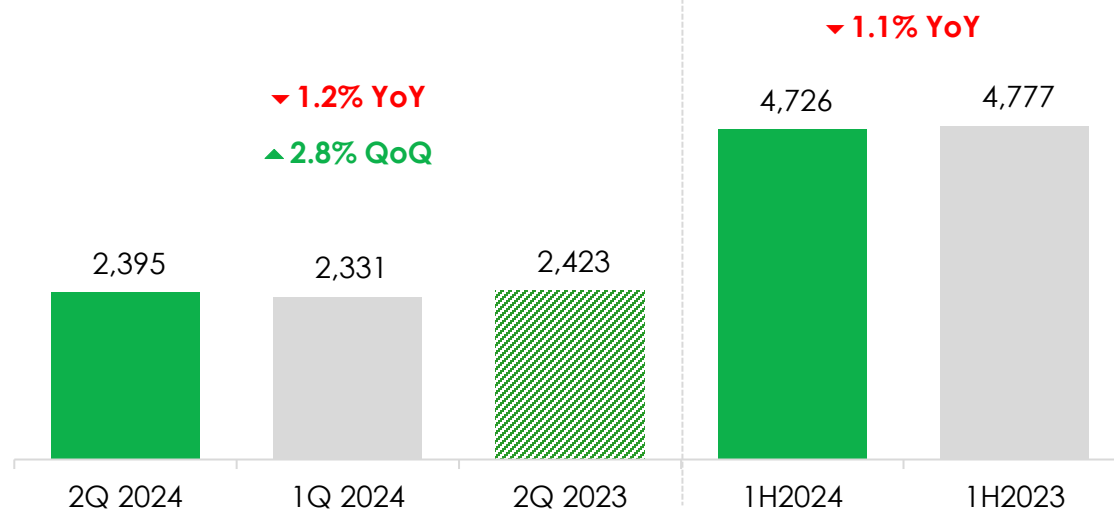


2Q24 Performance

- **Rental and service income** decreased by **-1.2% YoY**, mainly driven by declining service income due to lower utility income from tenants, whilst rental income increased slightly YoY.
- **Other income** decreased by **-7.2% YoY**, mainly driven by lower service income from Visa on arrival, and lower payable adjustment.
- **Occupancy rate²** When excluding the additional space on Rajdamri 5th – 7th floor, the occupancy rate in 2Q24 was **88.2%** (Including the Rajdamri 5th – 7th floors, the occupancy rate was 86.8%).

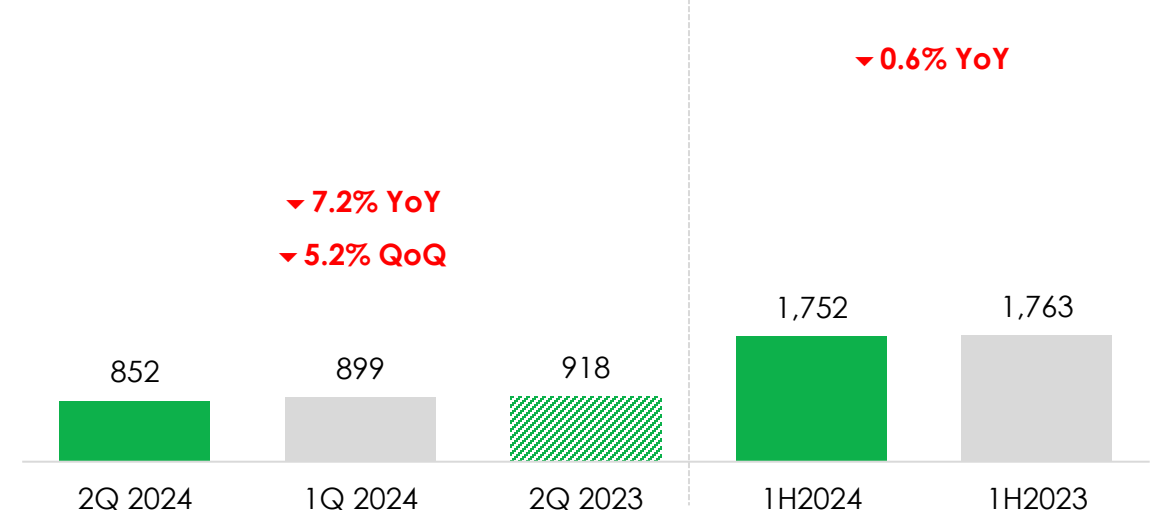
Rental and Service Income

Unit: THB mn



Other Income

Unit: THB mn



Big C Rajdamri 7th floor, Religious site



Shiva God, on the 7th floor

Phase 1 - Completed

- ✓ Opened Shiva God shrine on July 31, 2024.

Phase 2 – Rajdamri 5th – 7th floor

- ✓ The renovation progress of Phase 2 continues and is targeted to be completed in November 2024

Opened new Big C Hypermarket in Southern Thailand



Big C Yala

- ✓ Opened Big C Hypermarket in Yala province, southern Thailand on July 31, 2024.
- ✓ Leveraging on our strong expertise on serving local customers and further strengthening our position in fast growing region of southern Thailand.
 - **Size:** Sales area 4,767 sqm. and Rental area 5,957 sqm.

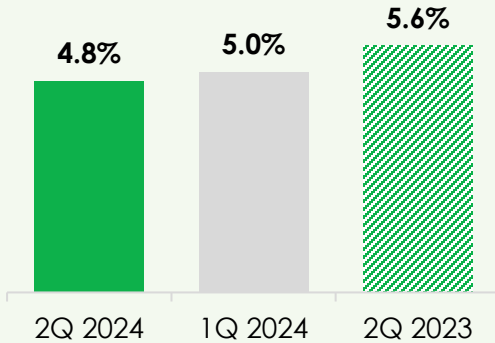
Store Renovation update

- Store renovations update: **FY2024 renovation target 18 stores**
 - **2 stores** completed (Big C Samut Prakan in April and Big C Chachoengsao in July)
 - **13 stores** currently under renovation.
 - **3 stores** in bidding process.

Operational Update

Omnichannel Sales Contribution

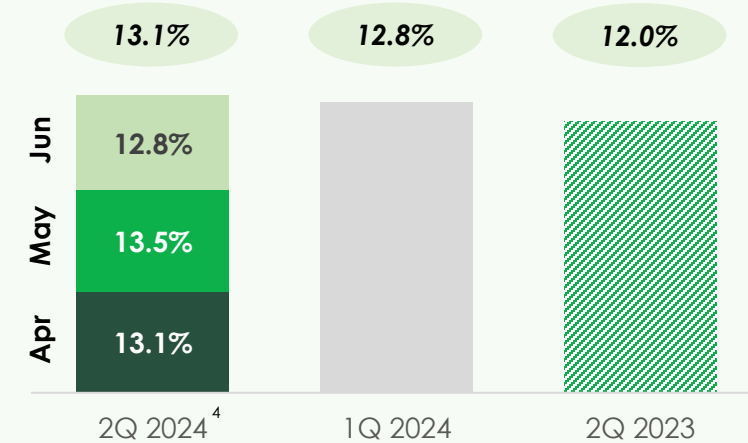
(Big C Omnichannel sales contribution^{1,3})



- **Extended on-demand service** to hypermarket and supermarket stores to offer delivery within a 3-kilometer radius from nearest store.
- **Strong ecommerce sales growth** continued with **+32% year-on-year** increase in 2Q24
- The total omnichannel contribution declined due to lower call-chat-shop sales due to customer migration back to physical stores.

Private label revenue and contribution (THBm)

(Revenue contribution²)

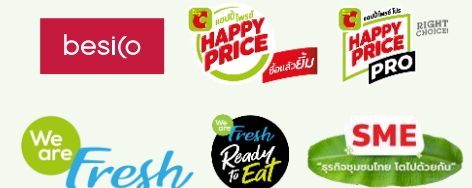


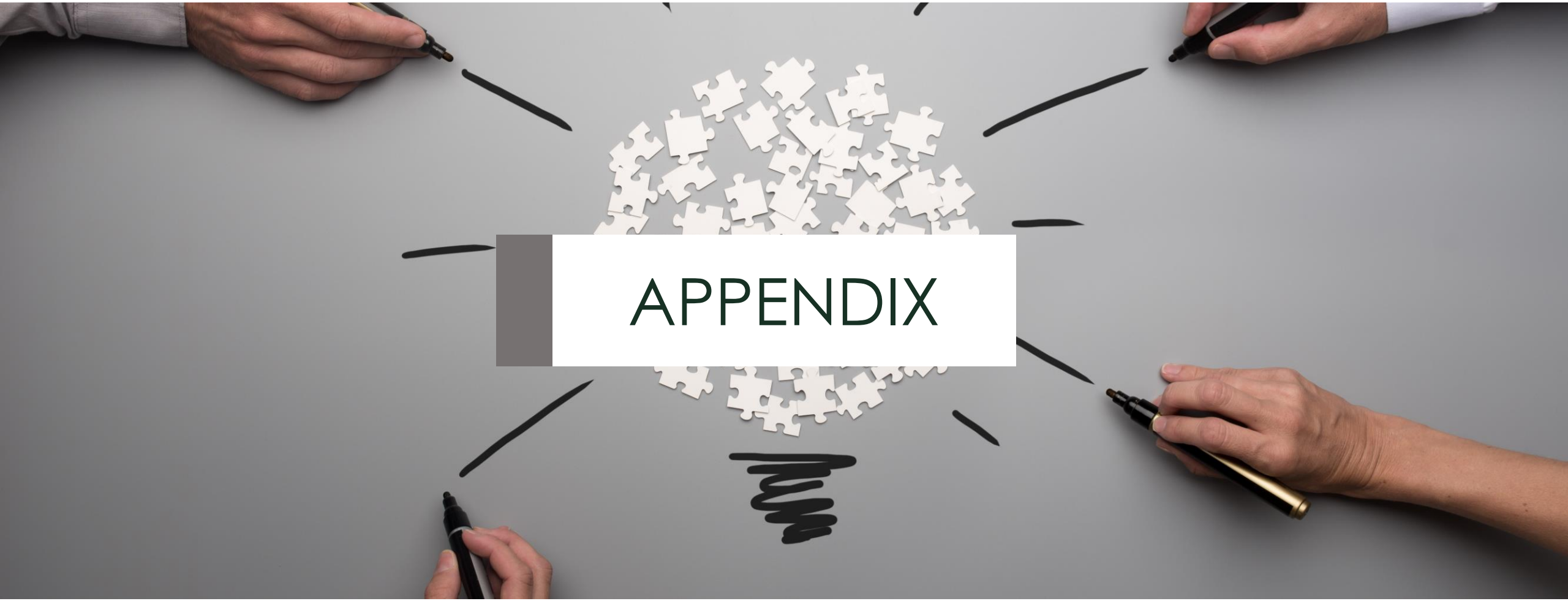
- **Continued solid Big C private label growth** with sales increasing +9.8% year-on-year.

Big Point loyalty program (millions)



- Number of **Big Point card** holders continues growing and reached 19.9 million at the end of 2Q24, up +8.1% from year ago.
- **Young generation is currently the fastest growing segment** with +50% growth since end of last year to July this year.

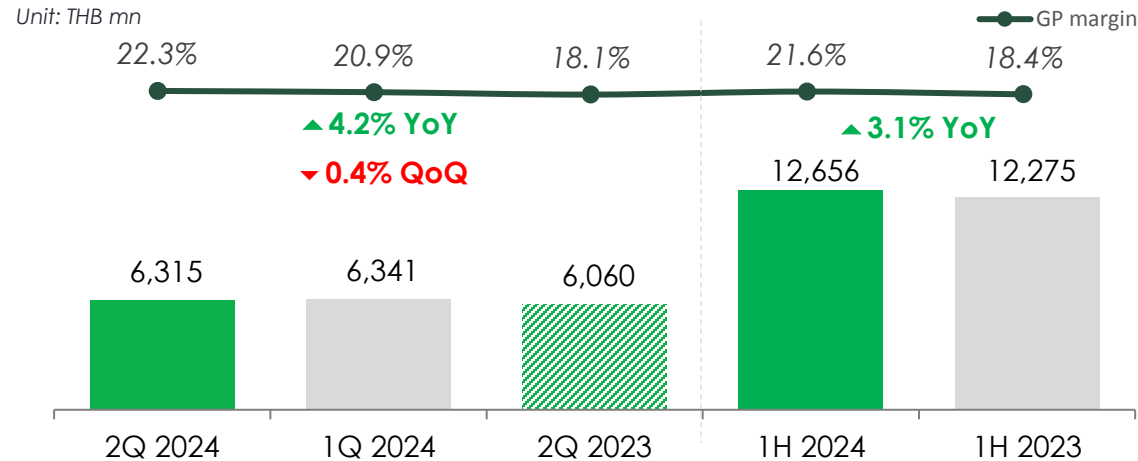




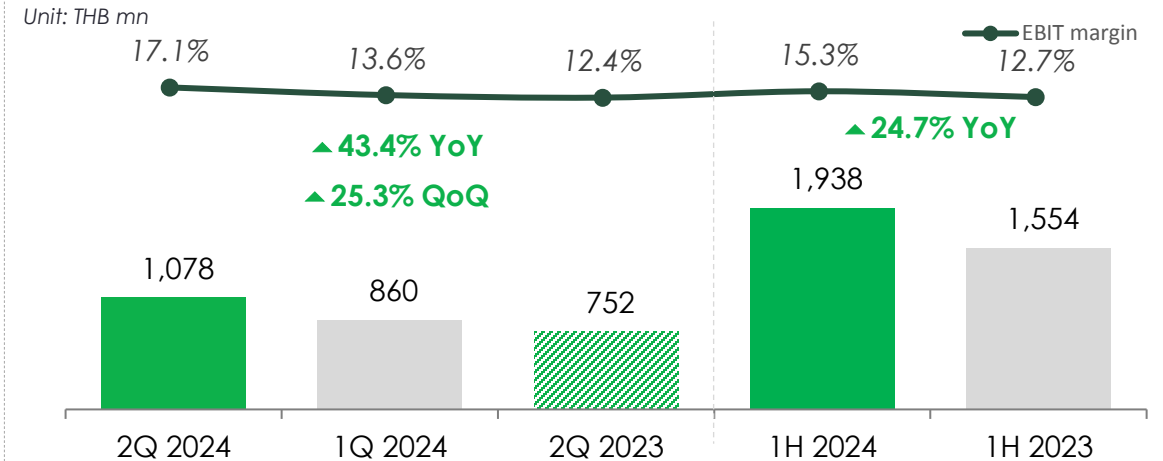
APPENDIX

2Q24 Performance Packaging

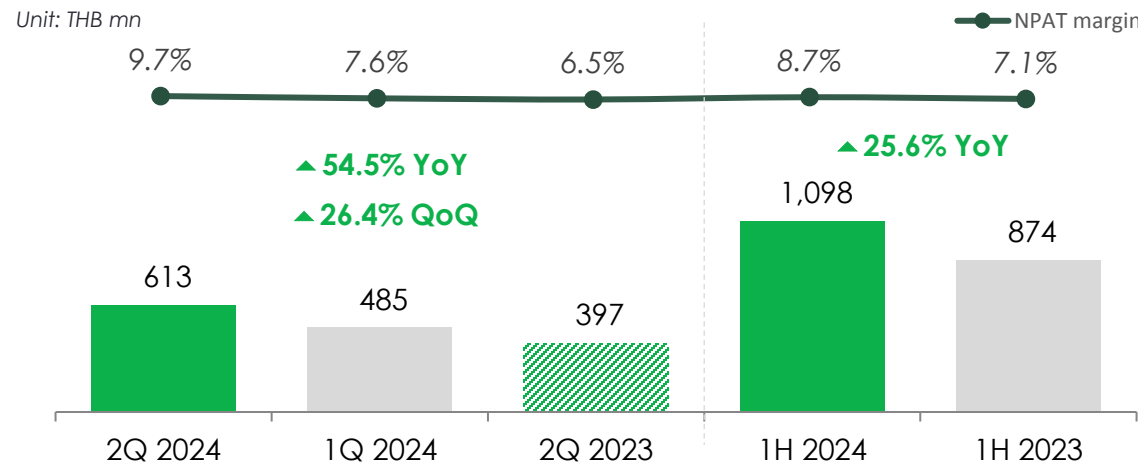
Sales and GP Margin



EBIT and EBIT margin



NPAT and NPAT Margin

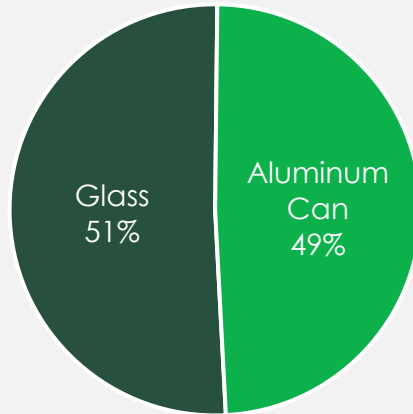


2Q24 Highlights

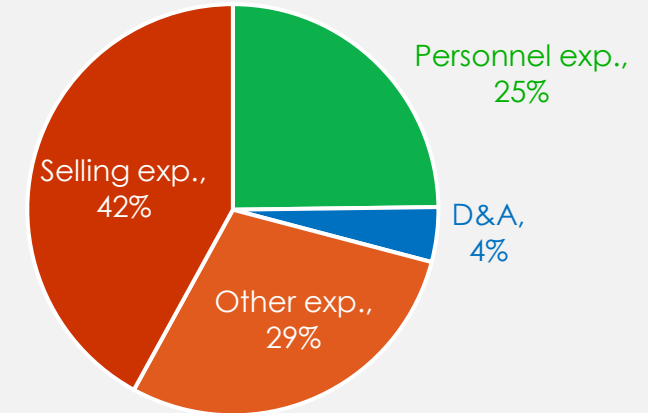
- **Sales increased by +4.2% YoY**, driven by increasing sales from soft drink and coffee at Aluminum Can packaging.
- **GP Margin increased by +411 bps**, driven by both Glass and Aluminum Can packaging due to good control of raw material prices, and utility expenses including natural gas, soda ash, aluminum, and electricity together with improved utilization rate and production efficiency.
- **NPAT increased by +54.4% YoY**, driven by profitability improvement.

2Q24 Performance Breakdown

Sales

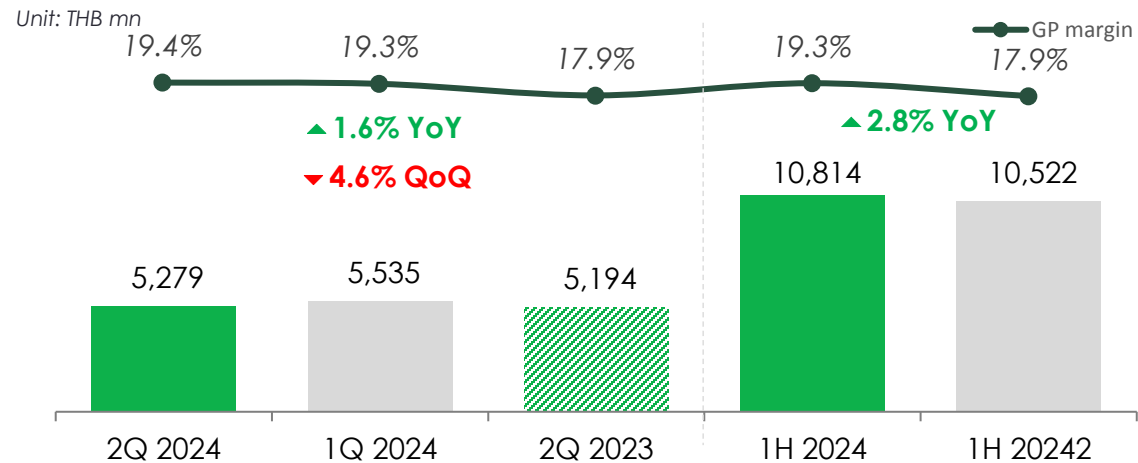


SG&A

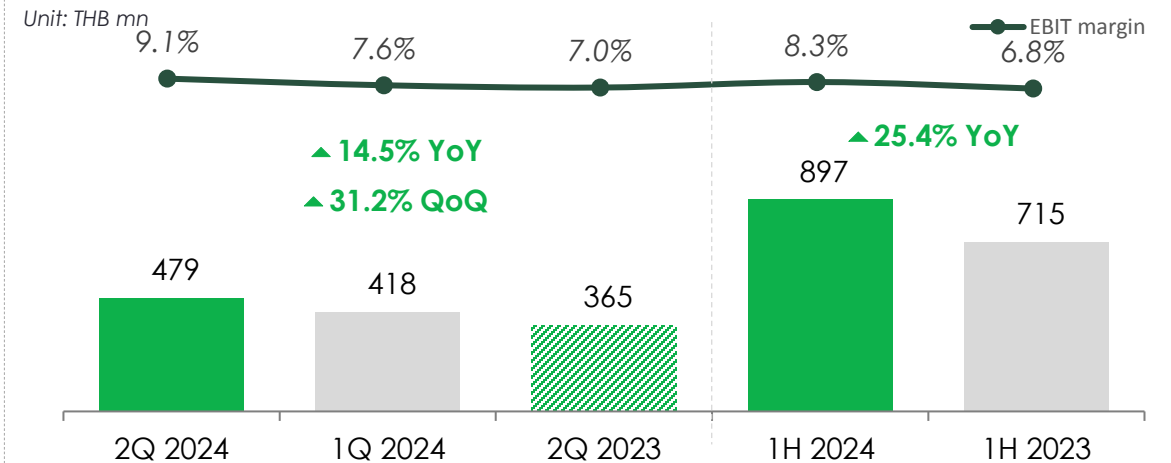


2Q24 Performance Consumer

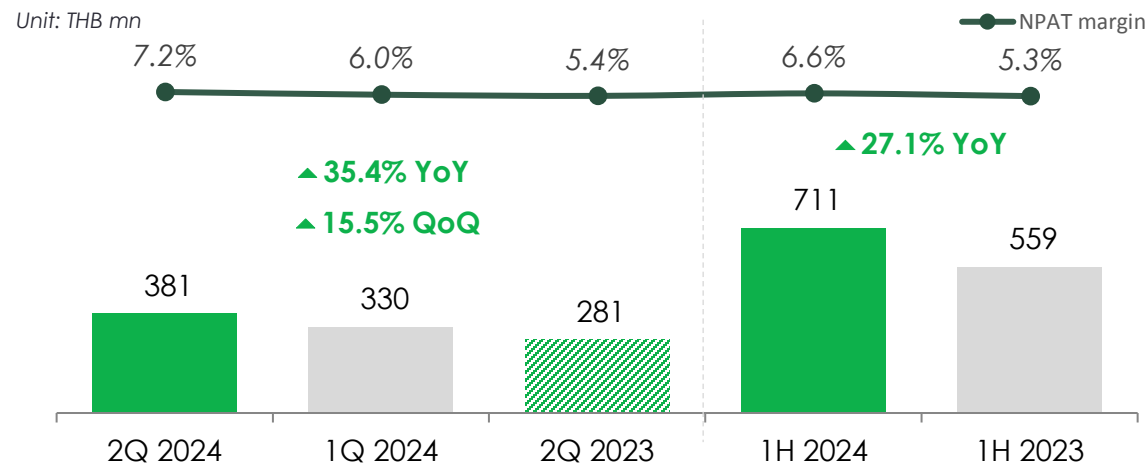
Sales and GP Margin



EBIT and EBIT margin



NPAT and NPAT Margin

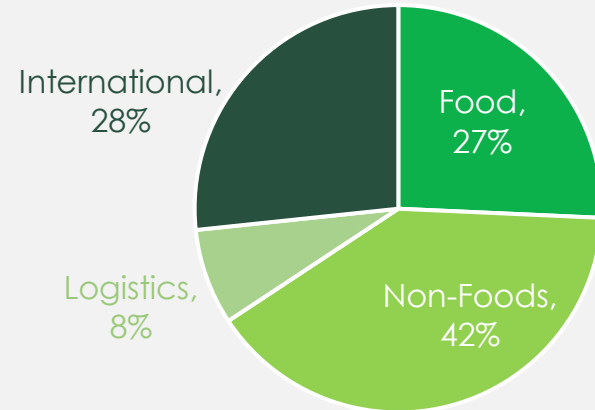


2Q24 Highlights

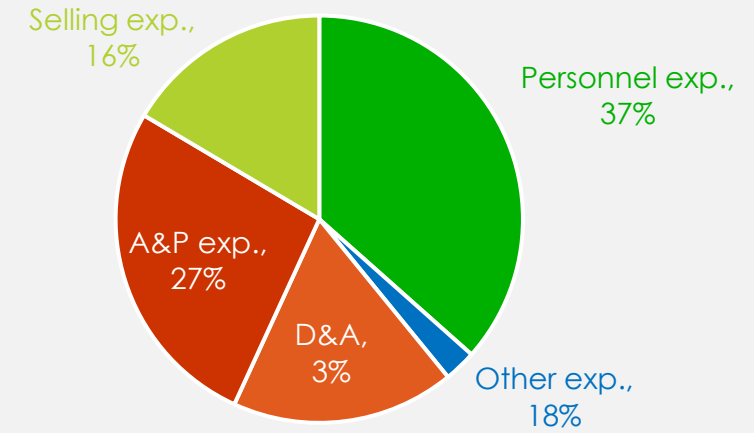
- **Sales increased by +1.6% YoY**, driven by increasing sales of Non-Foods Group. Personal care group sales growth for both Parrot and dmp products due to successful marketing campaign which led to higher market share.
- **GP Margin increased by +147 bps**, as due to better product mix (More sales of high profit margin products) and better cost control.
- **NPAT increased by +35.4% YoY**, driven by higher sales and profitability improvement.

2Q24 Performance Breakdown

Sales

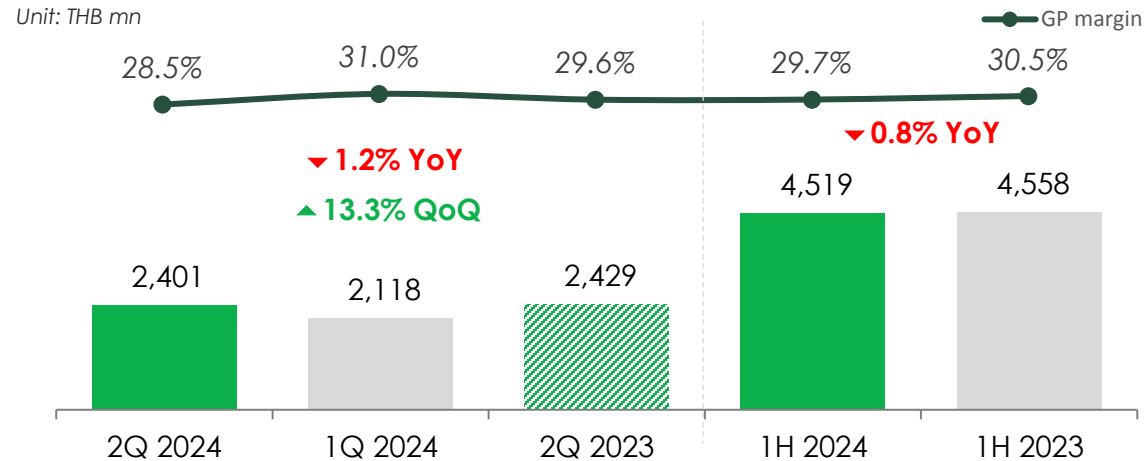


SG&A

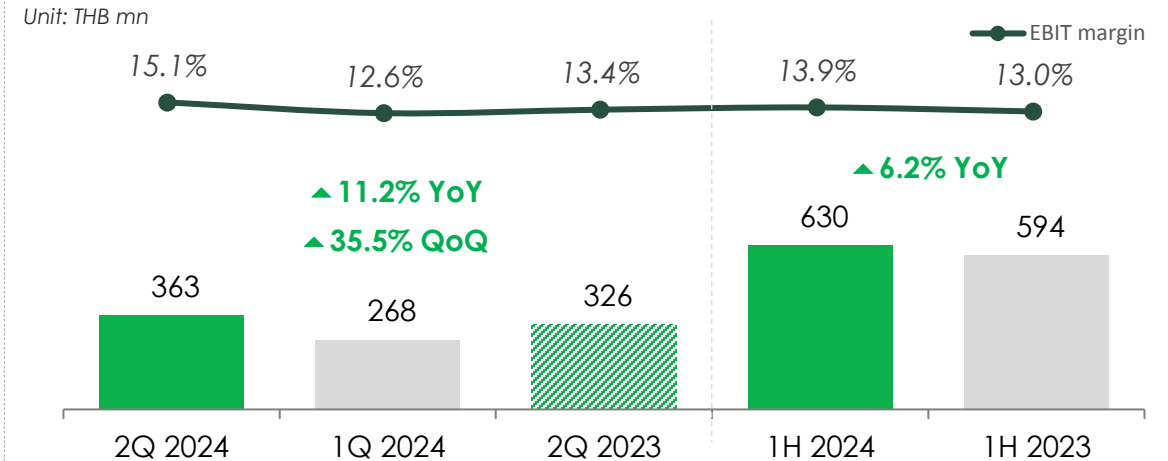


2Q24 Performance Healthcare and Technical

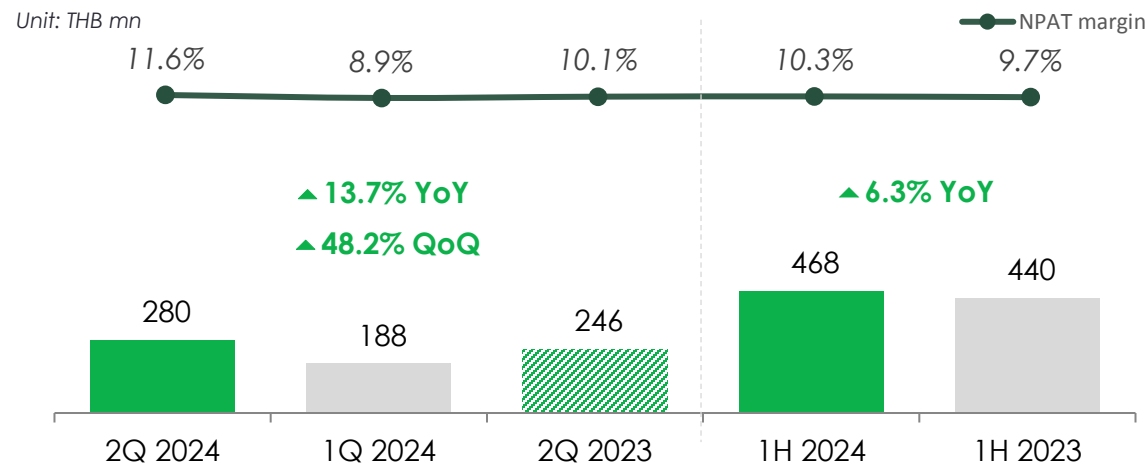
Sales and GP Margin



EBIT and EBIT margin



NPAT and NPAT Margin

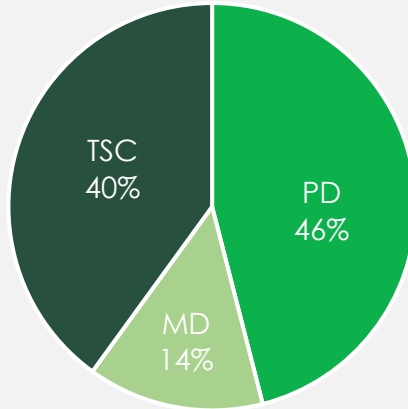


2Q24 Highlights

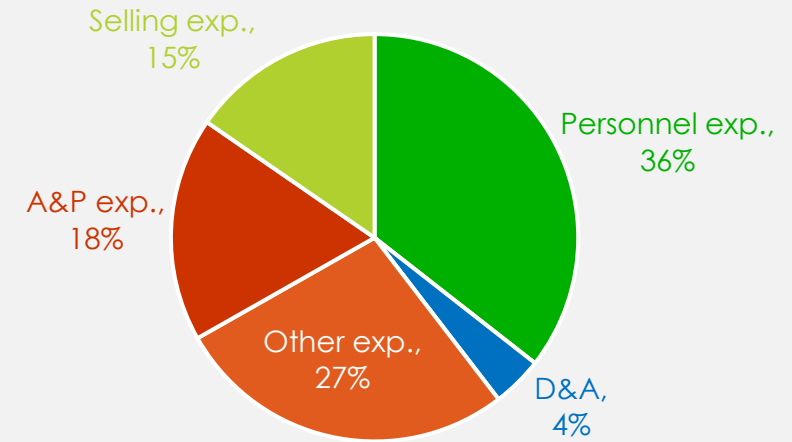
- **Sales decreased by -1.2% YoY**, driven by lower Medical equipment sales from the delayed government budget. However, the government budget will benefit medical equipment in 2H2024.
- **GP Margin decreased by -111 bps**, driven by lower gross profit margin of the influenza vaccine products which has higher sales mix this quarter.
- **NPAT increased by +13.7% YoY**, driven by lower SGA and finance cost.

1Q24 Performance Breakdown

Sales

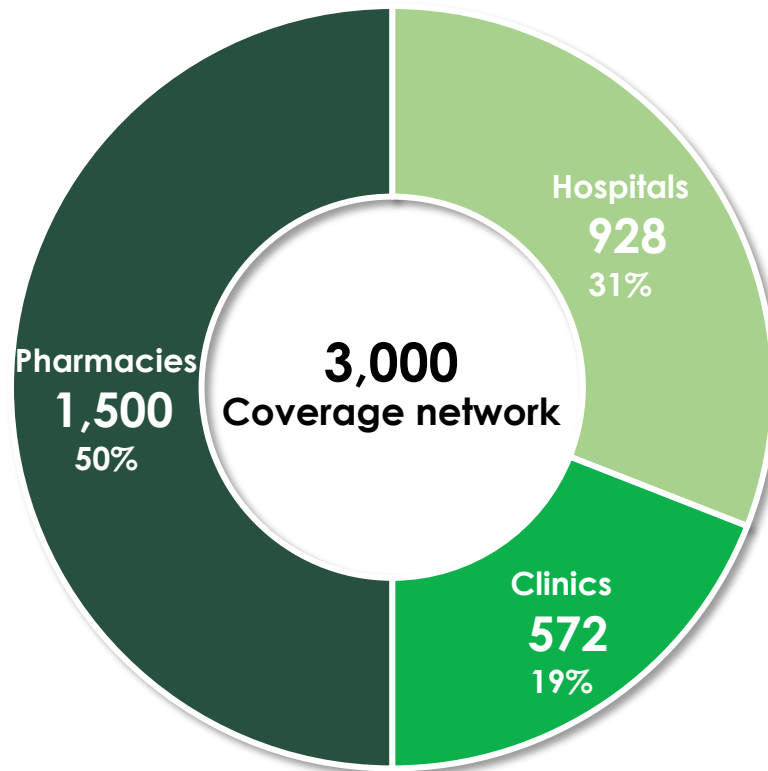


SG&A

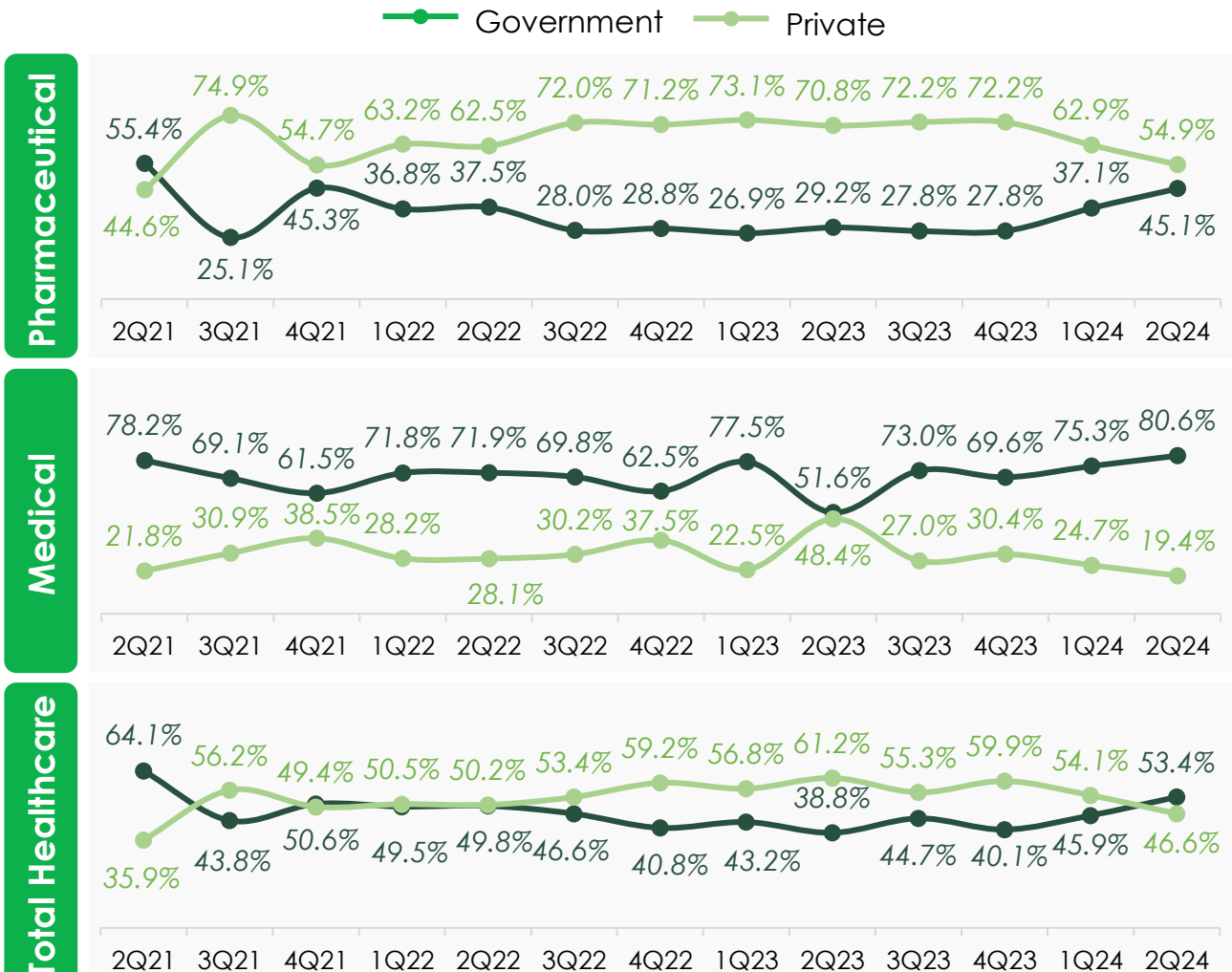


Our experience is portrayed in our extensive network across the country

Healthcare 2Q24 coverage network

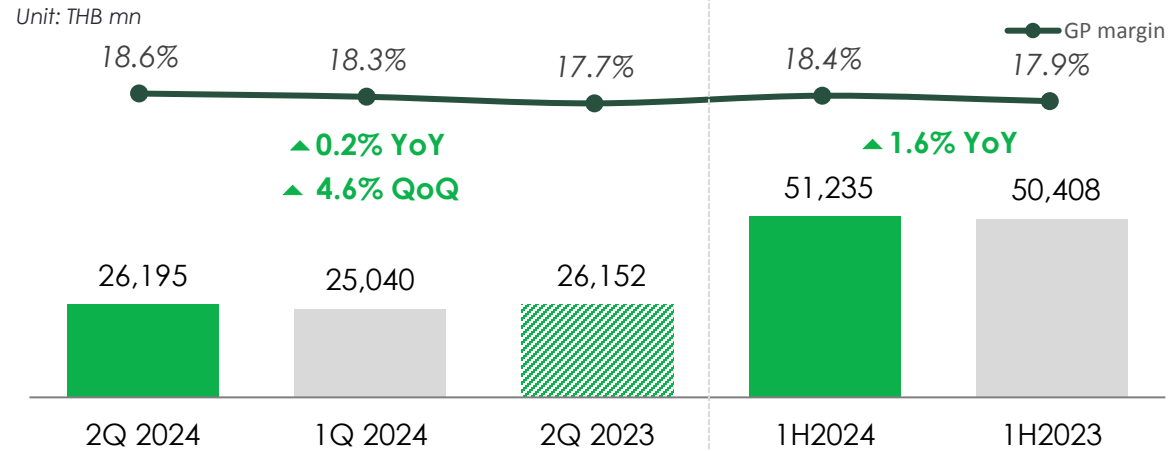


%Contribution of Government and Private hospital

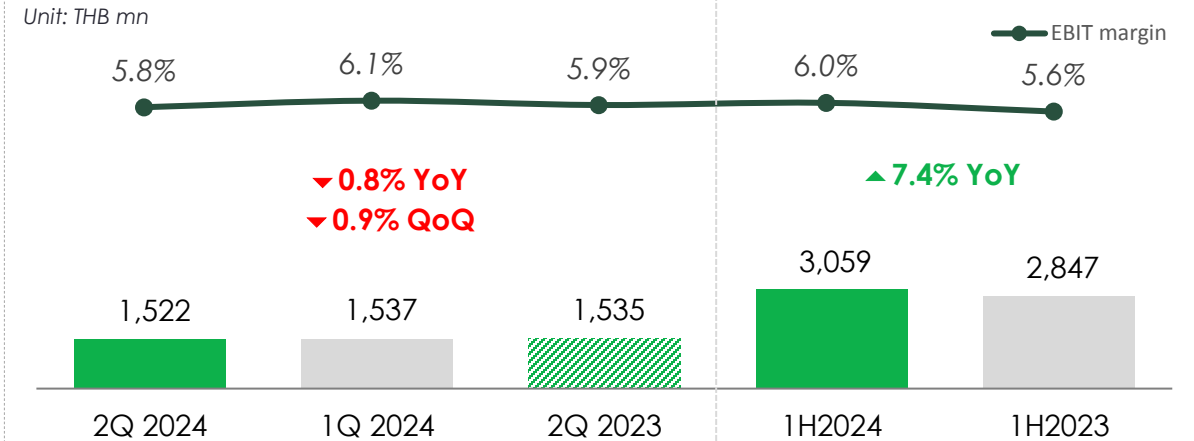


2Q24 Performance Modern Retail

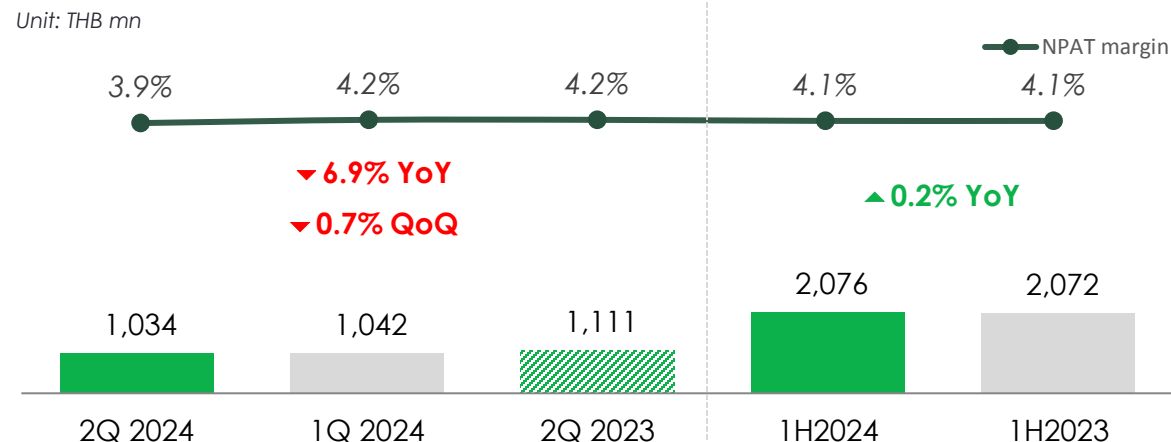
Sales and GP Margin



EBIT and EBIT margin



NPAT and NPAT Margin



2Q24 Highlights

- **Sales increased by +0.2% YoY**, mainly driven by continued store network expansion.
- **GP Margin increased by +91 bps YoY**, mainly driven by well managed promotions and lower logistic costs.
- **NPAT decreased by -6.9% YoY**, mainly driven by lower other income, and higher SG&A expenses mainly due to store expansion in Thailand and overseas.

Expansion Update

Store Expansion – 2Q24

Big C Hypermarket ITECC Laos : 1 store

Big C Mini: 7 stores

(closed 1 store in Thailand, and 1 store in Cambodia)

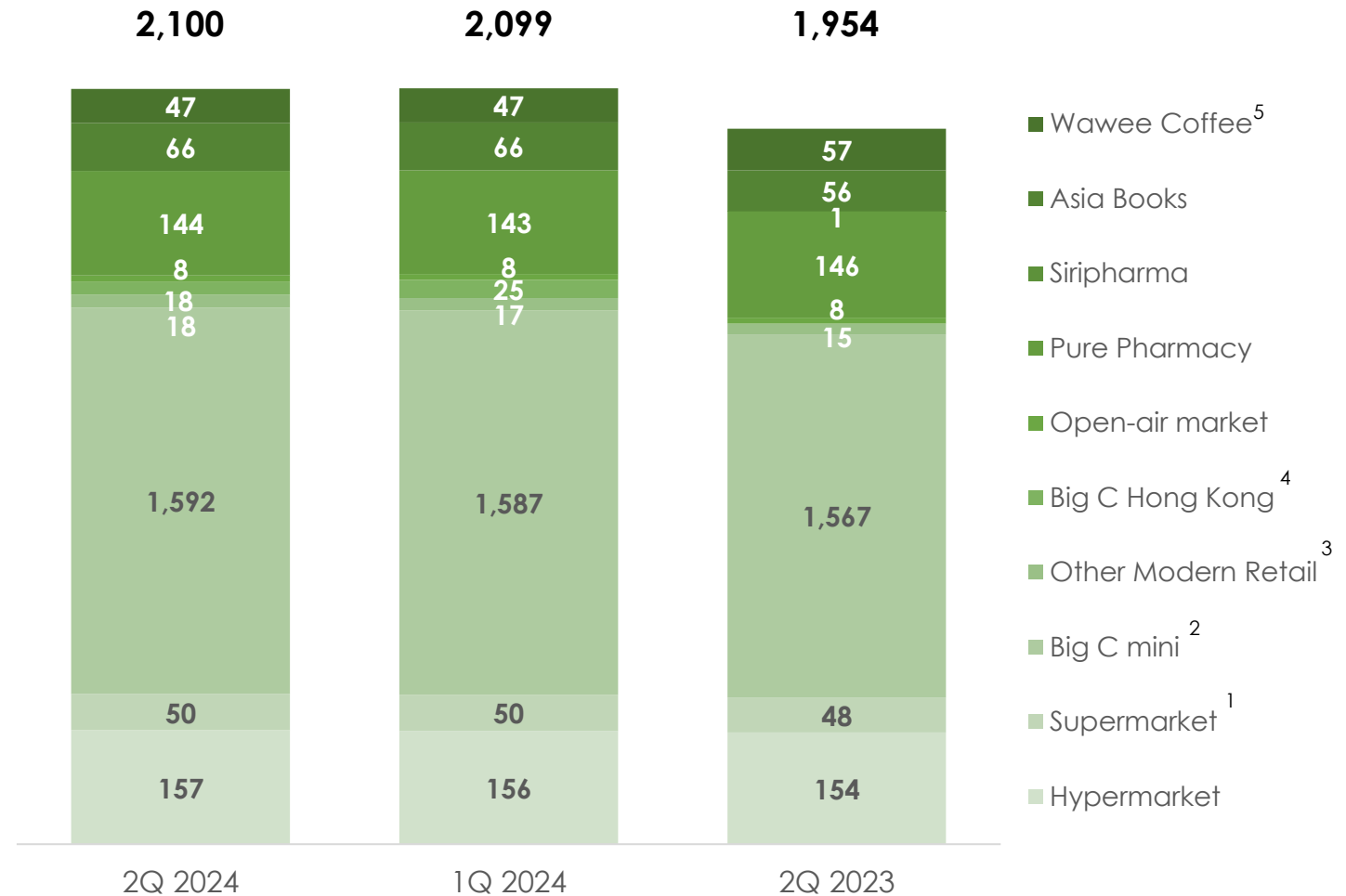
Big C Food Services: 1 store

Pure pharmacy: 1 store

Donjai: Extended Donjai partnership store network by 1,544 stores to reach **8,545 Donjai stores**



No. of Stores



¹ Supermarket: Big C Market and Big C Foodplace stores in Thailand and Cambodia

² Big C Mini: Including own and franchise stores in Thailand, and Big C Mini in Cambodia

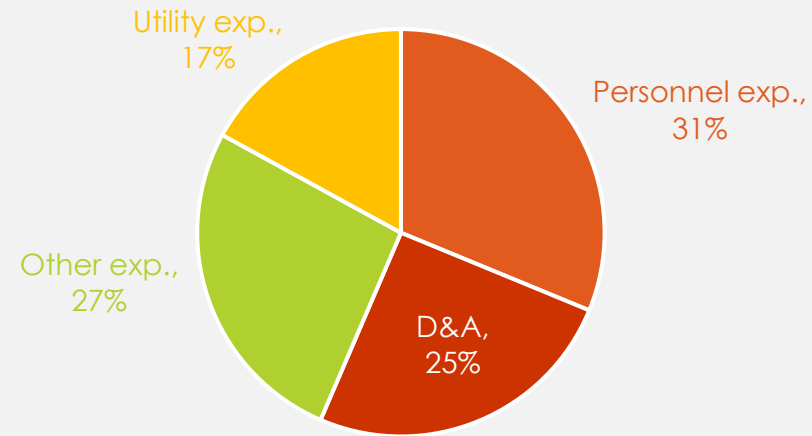
³ Other Modern Retail: Big C Depot and Big C Food Services

⁴ Big C Hong Kong: including pop-up store

⁵ Wawee: excluding Big C Mini coffee corners.

2Q24 Performance Breakdown

SG&A





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