

November 10th, 2021

The President

The Stock Exchange of Thailand

Re: Management Discussion and Analysis on 3Q21 and 9M21 performance

1. Financial performance of Berli Jucker Public Company Limited for 3Q21 and 9M21

COVID-19 pandemic

The COVID situation in Thailand deteriorated further during the third quarter of the year due to the worsening third COVID wave that started in late March 2021. This led to further restrictions in early July that particularly impacted July – August period. The gradual easing of these restrictions started at the beginning of September and has continued to the fourth quarter of the year.

Regarding the impact of the situation to the operations of the Company's different supply chains during the third quarter of the year:

Packaging Supply Chain: The third quarter of the year was challenging due to the ongoing COVID situation causing stricter restrictions and lockdowns in our both two main markets, Thailand and Vietnam. The COVID situation together with increasing logistic expenses also caused our share of loss from our glass packaging joint ventures in Malaysia and Vietnam to increase. However we were still able to continue our solid profitability improvements during the quarter due to the increasing manufacturing efficiencies, whilst our strategy of diversifying our customer base, product categories, and packaging sizes that we have been executing over the recent years, helped us to cope with the volatility to limit the adverse impact arising from the situation.

Consumer Supply Chain: Whilst COVID situation continued impacting consumers' purchasing power during the quarter, our Consumer Supply Chain posted strong sales growth, driven by continued growth from all consumer supply chain divisions, particularly at our Non-Food division where we continued benefitting from the distribution of full line of Unicharm products to the traditional trade channel, and International Trading division where we benefitted from customer stocking up behavior due to COVID situation in Vietnam.

Healthcare and Technical Supply Chain: On the top of good overall sales during the third quarter of the year from both medical equipment and pharmaceutical divisions, we benefitted from the strong demand of COVID related products during the quarter. Meanwhile our Technical Supply Chain was also able to post year-on-year sales growth, although the COVID situation still presented some challenges to some of the Technical Supply Chain divisions.

Modern Retail Supply Chain: Modern Retail Supply Chain was the most affected of our businesses by the COVID situation due to further restrictions announced in July, including lockdown in 29 provinces designated to "dark red" control status. This impacted negatively to our non-food sales as we were forced to close non-food sales areas at our stores and limit our store opening hours in "dark red" control provinces. Moreover the situation presented challenges to our supply chain operations due to its negative impact on our suppliers, distribution centers, and transportation, forcing us to find solutions and to adapt our operations in order to provide the best possible level of product availability at our stores, and to ensure safety of our customers, colleagues, and partners. On the positive side we saw a strong increase of our online and Call-Chat-Shop sales, and our Fresh-Food sales posted solid year-on-year growth as we captured growing cook-at-home trend, and our strategic focus on key "winning categories" started to bear fruit during the quarter as we saw signs of sales and market share improvements in certain categories and at our Mini Big C format. On rental side, the lockdown had an obvious negative impact to our rental income as majority of our tenants in 29 "dark red" control provinces were

forced to close their stores. To support our tenants, we waived rents for tenants who were forced to close their stores, and offered higher discounts to tenants who remained open, to help them during this challenging period. As the COVID situation started improving towards the end of the quarter, the government started lifting restrictions since beginning of September, and we started seeing improvement of our retail sales and rental income as non-food sales areas were reopened and majority of tenant types were able to start reopening their stores.

Revenues

BJC's consolidated total revenue for 3Q21 reached THB 36,922 million, representing a decrease of THB 1,317 million or -3.4% over the same period last year. This decrease was due to the consolidated sales and service revenue declining to THB 34,466 million, a decrease of THB 561 million or -1.6% over the same period last year, due to decreasing sales at Packaging, and Modern Retail Supply Chain due to continuing COVID related impact, whilst Consumer, and Healthcare and Technical Supply Chains posted year-on-year sales growth. The consolidated other income reached THB 2,389 million, a decrease of THB 790 million or a -24.8% over the same period last year, mainly due to decreasing rental income at Modern Retail Supply Chain due to the increased rental waivers and discounts due to COVID related lockdown forcing most of the tenant types in 29 "dark red" control provinces to close their stores, until lockdown measures started to be lifted in September.

BJC's consolidated total revenue for 9M21 reached THB 109,640 million, representing a decrease of THB 9,470 million or -8.0% over the same period last year, mainly driven by decreasing sales at the Packaging, and Modern Retail Supply Chain, due to the negative impact from the COVID situation.

Expenses

BJC's consolidated total expenses for 3Q21 amounted to THB 36,129 million, a decrease of THB 794 million or -2.2% over the same period last year. This decrease was mainly due to (1) decreased cost of goods sold expenses due to lower sales, and (2) decreased SG&A expenses mainly due to strong cost control focus and lean organization initiatives, and (3) lower interest expense.

BJC's consolidated total expenses for 9M21 amounted to THB 106,414 million, a decrease of THB 8,939 million or -7.7% over the same period last year mainly due to (1) decreased cost of goods sold expenses due to lower sales, (2) decreased SG&A expenses mainly due to strong cost control focus and lean organization initiatives, and (3) lower interest expense.

Earnings before Interest and Tax

BJC's earnings before interest and tax for 3Q21 amounted to THB 1,969 million, a decrease of THB 679 million or -25.6% over the same period last year. This decrease was due to decreased sales at Packaging, and Modern Retail Supply Chains, and decreased other income at Modern Retail Supply Chain. If we remove the one-time expense relating to the employee severance pay due to corporate restructuring amounting to THB 28 million, booked in 3Q20, the recurring earnings before interest and tax decreased by THB 706 million or -26.4% from same period last year.

BJC's earnings before interest and tax for 9M21 amounted to THB 6,836 million, a decrease of THB 762 million or -10.0% over the same period last year. This decrease was due to the abovementioned reasons. If we remove the one-time expense relating to the acquisition project amounting to THB 76 million, booked in 1Q20, the one-time expense relating to the employee severance pay due to corporate restructuring amounting to THB 476 million, booked in 9M20, the recurring earnings before interest and tax decreased by THB 1,314 million or -16.1% from same period last year.

Net Profit Attributable to Equity Holders

BJC's consolidated net profit attributable to the equity holders of the Company for 3Q21 reached THB 367 million, a decrease of THB 695 million or -65.4% from the same period last year, mainly driven by the abovementioned reasons. If we remove the one-time expense relating to the employee severance

pay due to corporate restructuring amounting to THB 27 million after tax and minority interests, recorded in 3Q20, the recurring earnings before interest and tax decreased by THB 723 million or -66.3% from same period last year.

BJC's consolidated net profit attributable to the equity holders of the Company for 9M21 reached THB 2,202 million, an decrease of THB 446 million or -16.8% over the same period last year, mainly driven by the abovementioned reasons. If we remove the one-time expense relating to the acquisition project amounting to THB 61 million after tax and minority interests, recorded in 1Q20, the employee severance pay due to corporate restructuring amounting to THB 464 million after tax and minority interests, recorded in 9M20, the recurring net profit available for the equity holders of the Company decreased by THB 971 million or -30.6% from the same period last year.

Key highlights of 3Q21 and 9M21

Unit: Million THB	3Q21	2Q21	3Q20	%QoQ	%YoY	9M21	9M20	%YoY
Packaging Supply Chain	4,504	4,885	4,943	(7.8)	(8.9)	13,961	14,414	(3.1)
Consumer Supply Chain	5,958	5,679	5,146	4.9	15.8	16,607	15,681	5.9
Healthcare and Technical Supply Chain	2,609	2,189	1,953	19.2	33.6	6,724	5,791	16.1
Modern Retail Supply Chain	22,805	22,403	23,899	1.8	(4.6)	67,230	76,567	(12.2)
Others	(1,410)	(995)	(913)	41.7	54.4	(3,374)	(2,824)	19.5
Sales & Services	34,466	34,161	35,027	0.9	(1.6)	101,148	109,629	(7.7)
Other income	2,389	2,918	3,179	(18.1)	(24.8)	8,344	9,360	(10.8)
Gain from foreign exchange	66	22	33	200.0	100.0	148	121	22.3
Total revenues	36,922	37,101	38,239	(0.5)	(3.4)	109,640	119,110	(8.0)
Cost of goods sold	28,193	27,897	28,421	1.1	(0.8)	82,389	89,080	(7.5)
Gross profit	6,273	6,264	6,606	0.1	(5.0)	18,759	20,549	(8.7)
Selling expenses	5,693	5,828	6,155	(2.3)	(7.5)	17,278	18,822	(8.2)
Administrative expenses	960	994	1,013	(3.4)	(5.2)	2,952	3,464	(14.8)
Share of profits (loss) from investments	(107)	(23)	(2)	365.2	5,250.0	(184)	(146)	26.0
Earnings before interest and tax	1,969	2,359	2,648	(16.5)	(25.6)	6,836	7,598	(10.0)
(Recurring earnings before interest and tax)¹	1,969	2,359	2,675	(16.5)	(26.4)	6,836	8,150	(16.1)
Interest expense	1,283	1,258	1,334	2.0	(3.8)	3,795	3,987	(4.8)
Earnings before tax	686	1,101	1,314	(37.7)	(47.8)	3,041	3,610	(15.8)
Tax	194	69	139	181.2	39.6	386	569	(32.2)
Net profit	492	1,032	1,175	(52.3)	(58.1)	2,655	3,041	(12.7)
Attributable to:								
Minority interests	125	210	113	(40.5)	10.6	453	393	15.3
Equity holders of the Company	367	822	1,062	(55.4)	(65.4)	2,202	2,648	(16.8)
One-time items after tax:								
Expenses relating to acquisition project	-	-	-	-	-	-	(61)	100.0
Expenses relating to severance pay due to corporate restructuring	-	-	(27)	-	100.0	-	(464)	100.0
Equity holder of the Company (Excluding one-time items)¹	367	822	1,090	(55.4)	(66.3)	2,202	3,173	(30.6)

Key Financial Ratios	3Q21	2Q21	3Q20	%QoQ	%YoY	9M21	9M20	%YoY
Gross profit as % to sales*	18.2%	18.3%	18.9%	-14 bps	-66 bps	18.5%	18.7%	-20 bps
SG&A as % to sales*	19.3%	20.0%	20.5%	-67 bps	-166 bps	20.0%	20.3%	-33 bps
Recurring EBIT margin as % to sales* ¹	5.7%	6.9%	7.6%	-119 bps	-192 bps	6.8%	7.4%	-67 bps
Recurring Net Profit margin (attributable to equity holders of the Company) as % to sales* ¹	1.1%	2.4%	3.1%	-134 bps	-197 bps	2.2%	2.9%	-72 bps
Net IBD to equity (times)	1.3	1.3	1.3	+1 bps	-5 bps	1.3	1.3	-5 bps

* As percentage to sales excluding other income

¹ Excluding THB 76 million (THB 61 million after tax and minority interest expense) expenses relating to acquisition project in 1Q20, expenses relating to severance pay due to corporate restructuring of THB 449 million (THB 437 million after tax and minority interest expense) in 2Q20, and THB 28 million (THB 27 million after tax and minority interest expense) in 3Q20.

2. Financial performance summary by supply chain

Packaging Supply Chain

Unit: Million THB	3Q21	2Q21	3Q20	%QoQ	%YoY	9M21	9M20	%YoY
Sales	4,504	4,885	4,943	-7.8%	-8.9%	13,961	14,414	-3.1 %
Net profit	507	586	535	-13.5%	-5.2%	1,581	1,380	+14.6%
Recurring net profit ¹	507	586	535	-13.5%	-5.2%	1,581	1,387	+14.0%
% Recurring net profit margin ¹	11.3%	12.0%	10.8%	-72 bps	+45 bps	11.3%	9.6%	+170 bps

¹ Excluding the expenses relating to severance pay due to corporate restructuring of THB 7 million in 2Q20 after tax and minority interest.

Performance in 3Q21

In 3Q21, Packaging Supply Chain reported sales of THB 4,504 million, a decrease of THB 439 million or -8.9% over the same period last year. This decrease was driven by the negative impact from the COVID lockdowns in Thailand and Vietnam, impacting both Glass and Aluminum packaging businesses.

Packaging Supply Chain's gross profit margin increased to 24.0% in 3Q21 from 20.8% in 3Q20 driven by increasing gross profit margin in both Glass packaging business due to improving efficiency and lower raw material price, and in Aluminum Can packaging businesses due to increasing economies of scale and sales mix. Packaging Supply Chain's EBIT margin increased to 17.1% in 3Q21 from 15.1% in 3Q20 due to improving gross profit margin and good cost control.

Net profit attributable to the equity holders of the Company reached THB 507 million, a decrease of THB 28 million or -5.2% over the same period last year. This was due to lower sales and increasing loss from investments accounted by using the equity method due COVID related impact to our glass packaging sales in Malaysia and Vietnam.

Glass Packaging Business

In 3Q21, Glass packaging business reported sales of THB 2,812 million, a decrease of -5.0% over the same period last year, driven by negative impact from COVID lockdown. Glass packaging contributed approximately 62% of total Packaging Supply Chain sales for the quarter. Net profit attributable to the equity holders of the Company increased slightly over the same period last year due to the improving gross profit margin and good cost control. However if we include the investment in associates accounted under equity method, the net profit available to the equity holders of the Company in 3Q21 decreased over the same period last year, due to the increased loss during the quarter driven by the COVID impact and higher logistic expenses impacting our joint venture business in Malaysia and Vietnam.

Aluminum Can Business

In 3Q21, aluminum can business reported sales of THB 1,692 million, a decrease of -14.7% over the same period last year. The decrease was mainly driven by the negative impact from COVID lockdowns in Thailand and Vietnam, and the negative impact from the situation in Myanmar to some of our aluminum can customers. Aluminum can business contributed approximately 38.0% of total Packaging Supply Chain sales. Net profit attributable to the equity holders of the Company in 3Q21 increased over the same period last year, mainly due to the improving gross profit margin driven by increasing economies of scale and sales mix.

Consumer Supply Chain

Unit: Million THB	3Q21	2Q21	3Q20	%QoQ	%YoY	9M21	9M20	%YoY
Sales	5,958	5,679	5,146	+4.9%	+15.8%	16,607	15,681	+5.9%
Net profit	321	333	285	-3.6%	+12.6%	994	950	+4.6%
Recurring net profit ¹	321	333	286	-3.6%	+12.2%	994	965	+3.0%
<i>% Recurring net profit margin¹</i>	<i>5.4%</i>	<i>5.9%</i>	<i>5.6%</i>	<i>-48 bps</i>	<i>-17 bps</i>	<i>6.0%</i>	<i>6.2%</i>	<i>-17bps</i>

¹ Excluding the expenses relating to corporate restructuring of THB 14 million in 2Q20 and THB 1 million in 3Q20 after tax and minority interest after tax and minority interest.

Performance in 3Q21

In 3Q21, Consumer Supply Chain reported sales of THB 5,958 million, strong increase of THB 812 million or 15.8% over the same period last year. This increase was driven by increased sales in all business segments.

Consumer Supply Chain's gross profit margin decreased to 16.6% in 3Q21 from 20.1% in 3Q20 mainly driven by lower gross profit margin from Non-Food business segment due to continued increases of raw material prices particularly palm oil, coconut oil, and pulp, and the sales contribution from distributing third party principals' products, whilst EBIT margin decreased to 7.0% in 3Q21 from 7.4% in 3Q20 driven by declining gross profit margin.

Net profit attributable to the equity holders of the Company in 3Q21 reached THB 321 million, an increase of THB 35 million or 12.6% over the same period last year. The net profit increase was driven by higher sales.

Foods Group

In 3Q21, Foods Group reported sales of THB 1,287 million, an increase of 2.6% over the same period last year. Foods Group contributed approximately 22.0% of total Consumer Supply Chain sales for the quarter. Net profit attributable to the equity holders of the Company in 3Q21 increased over the same period last year mainly driven by increased sales.

Non-Foods Group

In 3Q21, Non-Foods Group reported sales of THB 2,103 million, an increase of 19.6% over the same period last year. Non-Foods Group contributed approximately 35.0% of total Consumer Supply Chain sales during the quarter. The increase was mainly driven by increased sales from distribution third party principals' products as we started distributing Unicharm products to traditional trade channel in Thailand. Net profit attributable to the equity holders of the Company in 3Q21 decreased over the same period last year driven by lower gross margin due to increasing raw material prices and increased sales contribution from distributing third party principals' products.

International Trading

In 3Q21, International Trading reported sales of THB 1,471 million, an increase of 22.6% over the same period last year driven by additional sales from new snack principal, and strong canned fish sales due to customers stocking up behavior during the COVID lockdown. International Trading contributed approximately 25.0% of total Consumer Supply Chain sales for the quarter. Net profit attributable to the equity holders of the Company increase in 3Q21 over the same period last year due to increasing sales and improving profitability.

Healthcare & Technical Supply Chain

Unit: Million THB	3Q21	2Q21	3Q20	%QoQ	%YoY	9M21	9M20	%YoY
Sales	2,609	2,189	1,953	+19.2%	+33.6%	6,724	5,791	+16.1%
Net profit	404	256	166	+57.8%	+143.4%	894	526	+70.0%
Recurring net profit ¹	404	256	166	+57.8%	+143.4%	894	539	+65.9%
% Recurring net profit margin ¹	15.5%	11.7%	8.5%	+377 bps	+698 bps	13.3%	9.3%	+399 bps

¹ Excluding the expenses relating to corporate restructuring of THB 12 million in 2Q20 after tax and minority interest.

Performance in 3Q21

In 3Q21, Healthcare and Technical Supply Chain reported sales of THB 2,609 million, an increase of THB 656 million or 33.6% over the same period last year. The sales increase was driven by increasing sales at both healthcare supply chain due to good demand of COVID related products, and technical supply chain driven by improving sales at the Specialty Division and Graphic Division.

Healthcare and Technical Supply Chain's gross profit margin increased to 33.6% in 3Q21 from 31.4% in 3Q20 due to the increase at healthcare supply chain, whilst EBIT margin increased to 20.1% in 3Q21 from 10.9% in 3Q20 driven by improving gross profit margin and good cost controls.

Net profit attributable to the equity holders of the Company in 3Q21 reached THB 404 million, an increase of THB 238 million or 143.4% over the same period last year driven by increasing sales, improving profitability, and good cost controls.

Modern Retail Supply Chain

Unit: Million THB	3Q21	2Q21	3Q20	%QoQ	%YoY	9M21	9M20	%YoY
Sales	22,805	22,403	23,899	+1.8%	-4.6%	67,230	76,567	-12.2%
Total Revenues	25,145	25,239	27,024	-0.4%	-7.0%	75,349	85,650	-12.0%
Net profit	103	508	950	-79.7%	-89.1%	1,347	2,706	-50.2%
Recurring net profit ¹	103	508	972	-79.7%	-89.4%	1,347	3,046	-55.8%
% Recurring net profit margin ¹	0.5%	2.3%	4.1%	-181 bps	-362 bps	2.0%	4.0%	-198 bps

¹ Excluding the expenses relating to severance pay due to corporate restructuring of THB 318 million in 2Q20 and of THB 22 million in 3Q20 after tax and minority interest.

Performance in 3Q21

In 3Q21, Modern Retail Supply Chain reported total revenue of THB 25,145 million, a decrease of THB 1,879 million or -7.0% over the same period last year. This was due to a retail sales declining to THB 22,805 million, a decrease of THB 1,094 million or -4.6% from the same period last year, driven by negative same-store-sales growth of -6.6% year-on-year for the quarter (excluding B2B sales same-store-sales growth for the quarter was -8.1%), negatively impacted by the COVID lockdown dragging down non-food category sales as most of the non-food areas were closed in 29 "Dark Red" control

provinces. Meanwhile the other income decreased to THB 2,341 million, a decrease of THB 784 million or -25.1% over the same period last year, due to the rental waivers we provided to our tenants who were forced to closed due to the COVID lockdown in 29 "Dark Red" control provinces, and higher overall rental discount rate as we supported our tenants during this challenging period. Whilst our occupancy rate for the quarter decreased to c.85.4% mainly due to negative impact from the COVID lockdown during August, whilst in September we started seeing gradually recovering occupancy rate due to eased restrictions.

Modern Retail Supply Chain's gross profit margin decreased to 14.5% in 3Q21 from 15.9% in 3Q20, mainly due to sales mix change as our non-food categories were impacted by the COVID lockdown sales area closures in 29 provinces, higher logistic costs due to increasing fuel price, and increased B2B sales contribution. EBIT margin decreased to 1.3% in 3Q21 from 5.5% in 3Q20, mainly due to lower gross profit margin, and decreasing rental income due to COVID lockdown impact.

Net profit attributable to the equity holders of the Company in 3Q21 reached THB 103 million, a decrease of THB 847 million or -89.1% over the same period last year driven by abovementioned reasons.

Modern Retail Supply Chain continued its store expansion during 3Q21, with opening of 46 Mini Big C stores, including the opening of our first Mini Big C store in Cambodia. These openings together with the closure of 4 Mini Big C stores during the quarter, led to our store network to reach 152 large format stores, 61 supermarket stores, 1,301 Mini Big C stores (including 60 franchise stores), and 144 Pure drugstores at the end of September 2021.

Yours faithfully,

Berli Jucker Public Company Limited

Thirasakdi Nathikanchanalab
Director

Aswin Techajareonvikul
Director