Berli Jucker Public Company Limited

13th August 2026

The President

The Stock Exchange of Thailand

Re: Management Discussion and Analysis on 2Q26 and 6M26 performance

Financial performance of Berli Jucker Public Company Limited for 2Q26 and 6M26

BJC delivered strong earnings growth in 2Q26 despite continued macroeconomic softness and subdued non-food consumption in Thailand. Sales and service revenue increased by 2.6% YoY, primarily driven by strong growth in the Packaging Supply Chain, while profitability improved across the Group, supported by margin expansion, a more favorable product mix, operational efficiency improvements, and the recovery of rental and service income.

Normalized net profit attributable to equity holders increased by 12.8% YoY to THB 1,228 million, reflecting solid improvement in BJC's underlying operating performance and the strength of its diversified business portfolio. Reported net profit attributable to equity holders increased by 191.1% YoY to THB 2,882 million, additionally supported by the gain on disposal of non-core assets and/or non-performing assets during the quarter.

Revenues

In 2Q26, BJC reported consolidated total revenue of THB 49,021 million, an increase of 6.8% YoY. Sales and service revenue increased by 2.6% YoY to THB 43,744 million, primarily driven by strong growth in the Packaging Supply Chain, with solid contributions from both Glass Packaging and Aluminum Can Packaging businesses. The performance highlights the benefit of BJC's diversified business portfolio, with strength in Packaging offsetting continued softness in domestic retail consumption.

Other income increased by 60.4% YoY to THB 5,229 million, primarily reflecting the gain on disposal of non-core assets and/or non-performing assets. Importantly, underlying other income also improved during the quarter, supported by the recovery of Big C's rental and service income, which returned to year-on-year growth on the back of higher occupancy rates and improved rental rates.

For 1H26, consolidated total revenue increased by 4.3% YoY to THB 96,380 million, supported by strong Packaging Supply Chain growth and higher other income.

Expenses

BJC's consolidated total expenses for 2Q26 amounted to THB 45,173 million, an increase of 2.1% YoY. This increase was primarily driven by increasing cost of goods sold at packaging supply chain driven by growing sales, and increasing selling expenses.

For **1H26, total expenses increased 2.0% YoY to THB 90,613 million**, driven by similar factors affecting 2Q26.

Earnings before Interest and Tax (EBIT)

2Q26 EBIT was THB 5,267 million, increasing 72.9% YoY, driven by growing sales and other income, and improving profitability.

For **1H26, EBIT reached THB 8,550 million, increasing 33.6% YoY**, driven by similar factors impacting 2Q26 results.

Net Profit Attributable to Equity Holders

BJC reported net profit attributable to equity holders of THB 2,882 million in 2Q26, increasing 191.1% YoY, supported by both improved underlying operating performance and the gain on disposal of non-core assets and/or non-performing assets. **Excluding non-recurring items, normalized net profit attributable to equity holders increased by 12.8% YoY to THB 1,228 million.** The improvement was driven by stronger operating performance across key businesses, particularly the Packaging Supply Chain, together with margin improvement in the Healthcare & Technical and Modern Retail Supply Chains.

For 1H26, reported net profit attributable to equity holders increased by 89.3% YoY to THB 3,939 million. Normalized net profit attributable to equity holders increased to THB 2,408 million or 1.1% YoY.

Key highlights of 2Q26 and 6M26

Unit: Million THB	2Q26	1Q26	2Q25	%QoQ	%YoY	6M26	6M25	%YoY
Packaging Supply Chain	7,452	6,527	5,744	14.2	29.7	13,979	11,443	22.2
Consumer Supply Chain	5,670	5,486	5,638	3.3	0.6	11,156	11,304	(1.3)
Healthcare and Technical Supply Chain	2,215	2,247	2,289	(1.4)	(3.3)	4,462	4,410	1.2
Modern Retail Supply Chain	28,928	29,867	29,454	(3.1)	(1.8)	58,795	59,924	(1.9)
Others	(521)	(557)	(499)	6.9	(4.1)	(1,078)	(1,033)	(4.3)
Total Sales & Services	**43,744**	**43,570**	**42,626**	**0.4**	**2.6**	**87,314**	**86,048**	**1.5**
Other incomes	5,229	3,680	3,259	42.0	60.4	8,909	6,382	39.6
Gain from foreign exchange	48	109	-	(56.0)	100.0	157	-	100.0
Total revenues	**49,021**	**47,359**	**45,885**	**3.5**	**6.8**	**96,380**	**92,430**	**4.3**
Cost of goods sold	34,922	34,800	34,208	0.3	2.1	69,722	69,023	1.0
Gross profit	**8,822**	**8,770**	**8,418**	**0.6**	**4.8**	**17,592**	**17,025**	**3.3**
Selling expenses	7,380	6,995	6,978	5.5	5.8	14,375	13,783	4.3
Administrative expenses	1,496	2,313	1,547	(35.4)	(3.3)	3,809	3,130	21.7
Loss from foreign exchange	-	-	135	-	(100.0)	-	127	(100.0)
Share of profits (loss) from investments	44	32	29	38.9	52.9	76	31	145.3
Earnings before interest and tax	**5,267**	**3,283**	**3,046**	**60.5**	**72.9**	**8,550**	**6,398**	**33.6**
Finance cost	1,375	1,332	1,375	3.2	0.0	2,707	2,745	(1.4)
Earnings before tax	**3,892**	**1,951**	**1,671**	**99.5**	**132.9**	**5,843**	**3,653**	**59.9**
Tax	645	442	376	45.9	71.5	1,087	860	26.4
Net profit	**3,247**	**1,509**	**1,295**	**115.3**	**150.7**	**4,756**	**2,793**	**70.3**

Attributable to:								
Minority interests	365	452	305	(18.9)	19.7	817	712	14.7
Equity holders of the Company	**2,882**	**1,057**	**990**	**172.5**	**191.1**	**3,939**	**2,081**	**89.3**
Non-recurring items after income tax and minority interests:								
Adjustment from TSS operation	-	-	33	(100.0)	(100.0)	-	235	(100.0)
Impairment from store restructuring	-	123	66	(100.0)	(100.0)	123	66	86.4
Gain on disposal of non-core assets and/or non-performing assets	(1,654)	-	-	100.0	100.0	(1,654)	-	100.00
Adjusted Net Profit attributable to equity holders of the Company	**1,228**	**1,180**	**1,089**	**4.1**	**12.8**	**2,408**	**2,382**	**1.1**

Key Financial Ratios	2Q26	1Q26	2Q25	%QoQ	%YoY	6M26	6M25	%YoY
Gross profit as % to sales[1]	20.2%	20.1%	19.7%	*4 bps*	*42 bps*	20.1%	19.8%	*36 bps*
SG&A as % to sales[1]	20.3%	21.4%	20.0%	*(108) bps*	*29 bps*	20.8%	19.7%	*117 bps*
EBIT margin as % to sales[1]	12.0%	7.5%	7.1%	*451 bps*	*490 bps*	9.8%	7.4%	*236 bps*
Net Profit margin (attributable to equity holders of the Company)[2] as % to sales[1]	6.6%	2.4%	2.3%	*416 bps*	*426 bps*	4.5%	2.4%	*209 bps*
Net IBD to equity (times)[2]	1.2	1.1	1.1	*15 bps*	*11 bps*	1.2	1.1	*11 bps*

Note: The comparative financial information has been restated to include Big C Retail Vietnam Pte. Ltd. (Formerly TCC Land International (Singapore) Pte. Limited.), and MM Mega Market (Vietnam) Company Limited (except the Net IBD to equity)

[1] As percentage to sales excluding other income.

[2] Excluding lease liability.

Financial performance summary by supply chain

Packaging Supply Chain

Unit: Million THB	2Q26	1Q26	2Q25	%QoQ	%YoY	6M26	6M25	%YoY
Sales	7,452	6,527	5,744	*14.2*	*29.7*	13,979	11,443	*22.2*
EBIT	1,257	952	950	*32.1*	*32.3*	2,209	1,846	*19.6*
% EBIT margin	16.9%	14.6%	16.5%	*229 bps*	*33 bps*	15.8%	16.1%	*(33) bps*

Performance in 2Q26

In 2Q26, Packaging Supply Chain generated sales of THB 7,452 million, an increase of 29.7% YoY. The increase was primarily attributable to strong sales in both; Glass Packaging and Aluminum Can Packaging businesses. Meanwhile the profitability also improved with the **Gross profit margin** expanding by 86 bps YoY to 23.2% mainly driven by lower cost per ton due to economy of scales of Aluminum Can production.

EBIT in 2Q26 totaled THB 1,257 million, an increase of 32.3% YoY due to growing sales and improving profitability and **EBIT margin increased by 33 bps YoY to 16.9%.**

Glass Packaging Business

In 2Q26, Glass Packaging business reported sales of THB 3,711 million, increasing 31.4% YoY. The increase was driven by strong demand from both existing and new customers, together with the consolidation of the overseas Glass Packaging business
Glass Packaging accounted for approximately 50% of total Packaging Supply Chain sales in 2Q26.

Aluminum Can Business

In 2Q26, Aluminum Can business recorded sales of THB 3,741 million, increasing 28.1% YoY. The increase was supported by strong sales volumes in both Thailand and Vietnam, driven by the recovery of the coffee segment, continued market share gains, higher export sales, and customer activities related to the FIFA World Cup
Aluminum Can contributed approximately 50% of total Packaging Supply Chain sales in the quarter.

Consumer Supply Chain

Unit: Million THB	2Q26	1Q26	2Q25	%QoQ	%YoY	6M26	6M25	%YoY
Sales	5,670	5,486	5,638	*3.3*	*0.6*	11,156	11,304	*(1.3)*
EBIT	1,422	487	524	*192.1*	*171.3*	1,909	1,019	*87.3*
% EBIT margin	*25.1%*	*8.9%*	*9.3%*	*1,621 bps*	*1,579 bps*	*17.1%*	*9.0%*	*810 bps*

Performance in 2Q26

In 2Q26, Consumer Supply Chain reported sales of THB 5,670 million, an increase of 0.6% YoY, primarily driven by growth in the Non-Foods Business, supported by strong sales in the mainstream facial tissue category. Growth was further supported by higher International Business sales and a slight increase in the Foods Business.

Gross profit margin improved by 170 bps YoY to 21.1%, due to re-classification of Logistic business to Joint Venture.

EBIT increased by 171.3% YoY to THB 1,422 million, with **EBIT margin reaching 25.1%.** The significant increase was primarily attributable to the gain on disposal of non-core assets and/or non-performing assets, while underlying profitability also improved, supported by the expansion in gross profit margin.

Foods Group

The Foods Group reported sales of THB 1,437 million, a slight increase of 0.6% YoY, The continued growth momentum in the snack category, together with continued promotional activities across Modern Trade channels. The Foods Group accounted for approximately 25% of total Consumer Supply Chain sales in 2Q26.

Non-Foods Group

Non-Foods Group reported sales of THB 2,676 million, representing a solid 4.3% YoY increase. Growth was driven by growth from Tissue and Personal care categories. The segment contributed approximately 47% of total Consumer Supply Chain sales in 2Q26.

International Business

International Business reported sales of THB 1,532 million, increasing 3.7% YoY. The segment accounted for approximately 27% of total Consumer Supply Chain sales in 2Q26.

Healthcare & Technical Supply Chain

Unit: Million THB	2Q26	1Q26	2Q25	%QoQ	%YoY	6M26	6M25	%YoY
Sales	2,215	2,247	2,289	*(1.4)*	*(3.3)*	4,462	4,410	*1.2*
EBIT	429	411	332	*4.7*	*29.5*	840	488	*72.2*
% EBIT margin	19.4%	18.3%	14.5%	*114 bps*	*491 bps*	18.8%	11.1%	*777 bps*

Performance in 2Q26

In 2Q26, Healthcare and Technical Supply Chain reported sales of THB 2,215 million, decreasing 3.3% YoY. The decline was primarily attributable to softer medical equipment sales following a high base in the prior year due to different timing of government budget spending. Meanwhile Technical Supply Chain posted solid sales growth driven by continued strong sales of Specialties, and Graphics Divisions.

Gross profit margin in 2Q26 reached 33.4%, an improvement of 189 bps YoY, supported by a more favorable product mix.

EBIT in 2Q26 totaled THB 429 million, increase of 29.5% YoY due to abovementioned reasons and **EBIT margin increased to 19.4%, up 491 bps.**

Modern Retail Supply Chain

Unit: Million THB	2Q26	1Q26	2Q25	%QoQ	%YoY	6M26	6M25	%YoY
Sales	28,928	29,867	29,454	*(3.1)*	*(1.8)*	58,795	59,924	*(1.9)*
Total Revenues	32,241	33,000	32,562	*(2.3)*	*(1.0)*	65,241	66,102	*(1.3)*
EBIT	1,416	1,386	1,280	*2.2*	*10.7*	2,802	3,045	*(8.0)*
% EBIT margin	4.9%	4.6%	4.3%	*26 bps*	*55 bps*	4.8%	5.1%	*(32) bps*

Performance in 2Q26

In 2Q26, Modern Retail Supply Chain reported total revenues of THB 32,241 million, a decrease of 1.0% YoY. Retail sales were THB 28,928 million, decreasing 1.8% YoY, with consolidated same-store sales growth (SSSG) of -2.1%. In Thailand, sales continued to be impacted by softer non-food consumption, price deflation in the butchery category despite higher sales volumes, lower bulk sales reflecting the Company's disciplined focus on higher-margin sales, and the impact of the Thai Chuay Thai Plus co-payment scheme in June. Meanwhile, Vietnam continued to deliver strong same-store sales growth during the quarter.

The Town Center business continued to improve, with rental and service income returning to year-on-year growth, supported by higher rental rates and increased occupancy. Town Center **occupancy reached 92.4%** in 2Q26, while **rental and service income on a like-for-like basis grew 3.9% YoY**, reflecting continued improvement in rental space productivity.

Modern Retail Supply Chain's **gross profit margin improved by 31 bps YoY to 18.1% in 2Q26**, primarily driven by a more favorable sales mix.

EBIT increased by 10.7% YoY to THB 1,416 million, despite softer retail sales, supported by gross profit margin expansion and improving rental and service income. As a result, **EBIT margin expanded by 55 bps YoY to 4.9%.**

No. of store	2Q26	2Q25
Big Format	208	209
MMVN	31	29
Small Format	1,551	1,598
Other Format	281	302
Donjai	32,697	13,816

Modern Retail Supply Chain continued its store expansion during 2Q26 by opening 1 Big C Market (converted from Big C Food Services), 36 Big C Mini, 1 Big C Hong Kong, 1 Pure drugstore, and 1 Asia Books. During the quarter Big C closed 1 Big C Hypermarket Chonburi 3, 12 Big C Mini, 1 Big C Food Services, and 1 Pure drugstore, leading to its store network to reach 153 Hypermarkets (Including 1 Big C Supercenter in Cambodia, and 1 Big C Supercenter in Laos), 31 MMVN stores in Vietnam, 55 Supermarkets (Including 36 Big C Market, 17 Big C Foodplace in Thailand and 2 Big C Foodplace in Cambodia), 20 Big C Hong Kong, 1,551 Big C Mini (including 20 Big C Mini in Cambodia), 6 Big C Depot, 5 Big C Food Services, 9 Open-air markets, 143 Pure drugstores, 21 Wawee Coffee, 77 Asia Books and our Donjai store network has also reached 32,697 stores at the end of June 2026.

Statements of Financial Position

STATEMENTS OF FINANCIAL POSITION (THB mn)	June 30, 2026	December 31, 2025	%Change
Cash and cash equivalents	3,445	4,284	*(19.6)*
Trade and other current receivables	19,856	19,792	*0.3*
Inventories	23,006	21,724	*5.9*
Disposal asset group classified as held for sale	5,209	-	*100.0*
Other current assets	1,139	779	*46.2*
Total current assets	**52,655**	**46,579**	***13.0***
Investment in an associate and joint ventures	499	2,578	*(80.6)*
Investment properties, property, plant, and equipment and right-of-use assets	125,094	129,275	*(3.2)*
Goodwill	170,720	169,992	*0.4*
Other non-current assets	6,054	5,747	*5.3*
Total non-current assets	**302,367**	**307,592**	***(1.7)***
Total assets	**355,022**	**354,171**	***0.2***
Short-term borrowings from financial institutions	5,066	6,126	*(17.3)*
Trade and other current payables	42,400	35,662	*18.9*
Current portion of long-term borrowings from financial institutions and debentures	34,206	28,071	*21.9*
Other current liabilities	3,803	4,477	*(15.1)*
Total current liabilities	**85,475**	**74,336**	***15.0***
Long-term borrowings from financial institutions and debentures	115,347	108,546	*6.3*
Other non-current liabilities	30,218	29,661	*1.9*
Total non-current liabilities	**145,565**	**138,207**	***5.3***
Total liabilities	**231,040**	**212,543**	***8.7***
Issued and paid-up share capital	4,008	4,008	*0.0*
Share premium	85,926	85,926	*0.0*
Unappropriated retained earnings	33,678	31,182	*8.0*
Other components of shareholders' equity	370	20,512	*(98.2)*
Total shareholders' equity	**123,982**	**141,628**	***(12.5)***
Total liabilities and shareholders' equity	**355,022**	**354,171**	***0.2***

Note: The comparative financial information has been restated to include Big C Retail Vietnam Pte. Ltd. (Formerly TCC Land International (Singapore) Pte. Limited.), and MM Mega Market (Vietnam) Company Limited.

At 30th June 2026, the Company reported **total assets** of THB 355,022 million, a slight increase of 0.2% from the end of the previous year, primarily attributable to an increase of (1) inventories, and (2) disposal asset group classified as held for sale, which offset with the decreasing of Investment properties, property, plant, and equipment items.

Total liabilities of THB 231,040 million, an increase of 8.7% from the end of the previous year, the increase was mainly due to increases of (1) Other current payables, and (2) Long-term borrowings from financial institutions and debentures.

Total shareholders' equity of THB 123,982 million, a decrease of 12.5% mainly from lower Equity of Former Shareholders before business combination under common control relating to MMVN business acquisition.

Dividend Payment

On 13th August 2026, the Board of Directors approved the payment of an interim dividend for 2026 at the rate of THB 0.17 per share. The dividend will be paid to shareholders whose names appear on the Company's shareholder register as of the record date, with the dividend payment scheduled for 11th September 2026.

Business Outlook

Looking ahead, the Company remains confident in its ability to navigate the operating environment in 2H2026. While macroeconomic conditions in Thailand remain relatively soft, some of the immediate concerns surrounding geopolitical tensions, particularly those related to the Middle East, have eased compared with earlier in the year. The Bank of Thailand also reported improving consumer confidence in June, supported partly by easing concerns over the Middle East conflict, alongside some improvement in domestic consumption.

At the same time, the Company continues to closely monitor potential cost pressures arising from raw material, energy, logistics and other operating costs. To mitigate these pressures, BJC continues to employ a broad range of measures across its businesses, including optimization of sales channel and product mix, selective promotional activities, strategic inventory management, alternative and diversified sourcing, supplier negotiations, production reformulation and continued operational efficiency and cost-saving initiatives. These measures, together with contractual cost pass-through mechanisms in certain businesses, are expected to help contain the impact of input cost volatility and support profitability.

The Company therefore remains focused on maintaining disciplined and profitable growth rather than pursuing sales growth at the expense of margins. BJC will continue to leverage the strength of its diversified business portfolio, with growth opportunities across the Packaging, Consumer, Healthcare & Technical and Modern Retail Supply Chains, while maintaining strict cost discipline and improving operating efficiency. The effectiveness of these initiatives was already reflected in 2Q26, when profitability improved across all supply chains, supported by margin expansion, favorable product mix and operational efficiency improvements. The Company believes this approach provides a solid foundation for navigating the remaining macroeconomic uncertainties during the second half of the year.

Sustainability Goals of the Company

Guided by its "Responsible Growth with Purpose" strategy, the Company remains committed to embedding sustainability into its business operations under the B.J.C. sustainability framework of Better Living, Joint Success and Caring for Community. The Company's sustainability priorities include climate and energy management, waste reduction and circularity, responsible supply chain management, human capital development, occupational health and safety, human rights, and community contribution. These priorities support the Company's long-term objective of creating sustainable value for stakeholders while balancing business growth with environmental stewardship, social responsibility and good governance.

For 2025, the Company continued to make measurable progress across key sustainability areas. Renewable electricity accounted for 10% of total electricity consumption, while total Scope 1 and market-based Scope 2 greenhouse gas emissions declined to 1.16 million tCO_2e, with GHG intensity improving to 7.54 tCO_2e per million Baht of revenue. Food loss and waste was reduced to 14,195 tons, of which 3,869 tons were used for alternative purposes. The Company also planted 57,504 trees across 338 rai, assessed 741 significant suppliers, representing 85% of significant suppliers, and supported local sourcing through Big C agricultural procurement of THB 143 million, benefiting more than 150 farmers across 12 provinces. We will disclose our progresses in 2026 in the 2026 Sustainability Report.

Summary of Sustainability Goals and Performance in 2025

Topic	Description	Goal / Objective	2025 Performance
Environmental: Better Living			
Energy Management	Reduce non-renewable energy consumption and increase renewable electricity usage.	Reduce non-renewable energy consumption by 15%.	Achieved a cumulative reduction of over 100,000 MWh in non-renewable energy consumption from the base year, alongside increased renewable electricity usage. Renewable electricity accounted for 10% of total electricity consumption, totaling 134,217 MWh.
Climate Strategy	Reduce GHG emissions and strengthen climate resilience through energy efficiency, renewable energy and operational improvements.	Reduce Scope 1 & 2 emissions and support the long-term pathway toward Net Zero GHG emissions by 2050.	Scope 1 & market-based Scope 2 emissions were 1.16 million tCO2e, with GHG intensity of 7.54 tCO2e per million Baht revenue.
Waste Management and Circularity	Reduce operational waste and improve circularity.	Reduce food waste generation by 15%. Reduce packaging volume by 15%.	Food loss and waste was reduced to 14,195 tons, exceeding the Company's 15% reduction target, of which 3,869 tons were used for alternative purposes. Plastic packaging was reduced by over 5,200 tons or 44% from base year.
Governance and Economic: Joint Success			
Corporate Governance, Accountability and Business Ethics	Maintain transparent governance, ESG accountability and internationally recognized sustainability practices.	Maintain strong sustainability standards and external ESG recognition.	BJC achieved a score of 92/100 in the S&P Global CSA, placing it in the Top 1% of its industry for the fourth consecutive year, upgraded to AAA in the SET ESG Ratings, maintained an AA MSCI ESG Rating and received a CDP Climate A rating.
Product Safety and Quality	Deliver safe, reliable and high-quality products by integrating quality assurance, food safety controls and regulatory compliance throughout the value chain.	Maintain effective product safety and quality management systems to ensure compliance with applicable regulations and meet customer expectations.	100% of manufacturing facilities maintained certified quality and food safety management systems (e.g. ISO 9001, FSSC22000/HACCP/GMP, where applicable).
Responsible Supply Chain Management	Assess and develop suppliers to strengthen ESG standards and value chain resilience.	Assess significant suppliers and provide supplier development and corrective action support.	741 significant suppliers were assessed, representing 85% of significant suppliers and 439 significant suppliers assessed with substantial actual/potential negative impacts and 88 suppliers were supported with development measures.
Social: Caring for Community			
Human Rights, Diversity and Inclusion	Uphold human rights, non-discrimination, grievance mechanisms and inclusive workplace practices.	Conduct human rights due diligence and strengthen responsible labor practices across operations and supply chain.	No human rights violations were reported; 100% of security personnel received human rights policy and procedure training.

Topic	Description	Goal / Objective	2025 Performance
Human Capital Development	Develop employees through reskilling, upskilling, leadership development and well-being initiatives.	Build a future-ready workforce and promote continuous learning.	Employees participated in an average of 127 training hours in 2025.
Labor Practice	BJC promotes responsible labor practices to ensure fair treatment, protect employee rights, support well-being and provide a safe, inclusive workplace. BJC approach covers employee development, occupational health and safety, diversity and inclusion, labor relations, and grievance management.	To build a capable, engaged and resilient workforce by promoting equal opportunity, employee well-being, continuous development and responsible employment practices.	In 2025, BJC continued to strengthen workforce development and foster an inclusive, engaged and supportive workplace. Employees received an average of 127 training hours per person, supported by continuous learning initiatives, including the R-U-N Program. Women represented 59% of the workforce, exceeding the Company's target of 55%. BJC also enhanced employee well-being, engagement and inclusion while maintaining accessible grievance, whistleblowing and employee consultation mechanisms to support open dialogue and responsible workplace practices.
Occupational Health and Safety	Protect employee health and safety through effective risk management, safe work practices and continuous improvement in workplace safety performance.	Achieve zero fatalities and reduce workplace injuries and occupational health risks through proactive risk management, employee engagement and continuous improvement.	Achieved zero fatalities, with an LTIFR of 1.83 for employees and 0.69 for contractors. Continued to strengthen workplace safety and injury prevention through proactive risk management.

**The above table is summary of materiality topics, for more detailed information please refer to BJC Sustainability Report 2025 and Sustainability Performance Report 2025 available at https://sustainability.bjc.co.th*

Please be informed.

Yours faithfully,

Berli Jucker Public Company Limited

Thirasakdi Nathikanchanalab
Director

Thapanee Techajareonvikul
Director