



## **1Q 2023 Earnings Presentation**

12<sup>nd</sup> June 2023







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Some of the statements contained in this presentation that are not historical facts are statements of future expectations with respect to the financial conditions, results of operations and businesses, and related plans and objectives. Forward looking information is based on management's current views and assumptions including, but not limited to, prevailing economic and market conditions. These statements involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those in the statements as originally made. Such statements are not, and should not be constructed as a representation as to future performance of BJC. In particular, such targets should not be regarded as a forecast or projection of future performance of BJC. It should be noted that the actual performance of BJC may vary significantly from such targets.





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

## 1Q 2023 Consolidated Financial Highlights



1Q 2023

## **YoY Comparison**

Sales:

THB 37,520M

#### Increased by +3.6% YoY

Driven by positive year-on-year sales growth from all Supply Chains

**GP Margin:** 

19.4%

Increased by +76bps YoY

Strong GP% margin growth driven by GP% improvements from Consumer, Healthcare & Technical, and Modern Trade Supply Chains.

**SG&A-to-Sales Ratio:** 

20.6%

Increased by +66bps YoY

Driven mainly by increased selling expenses at Modern Retail mainly due to increasing electricity expenses, and higher advertising and promotion expenses.

**EBIT:** 

THB 2,812M

Increased by +1.3% YoY

Driven by growing sales at all Supply Chain, other income recovery, and improving profitability at Modern Retail
 Supply Chain.

**NPAT:** 

THB 1,254M

Increased by +0.6% YoY

• The year-on-year increase was driven by Modern Retail Supply Chain.

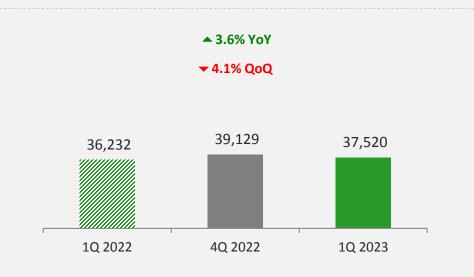


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## **Overall Performance**











## **Overall Performance**







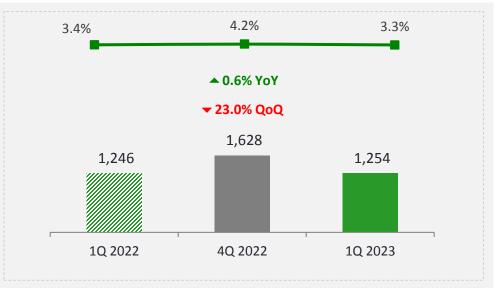
<sup>&</sup>lt;sup>1</sup> Restated the financial information due to the impact from the business combination under common control.

## **Overall Performance**

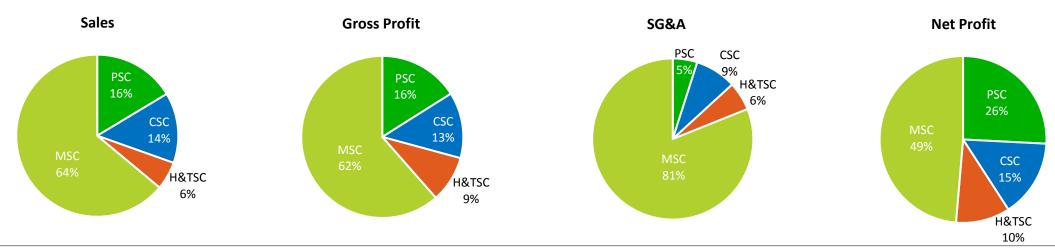








## **1Q23 Performance Breakdown**



## 1Q23 vs. 1Q22 – Supply Chain Contribution



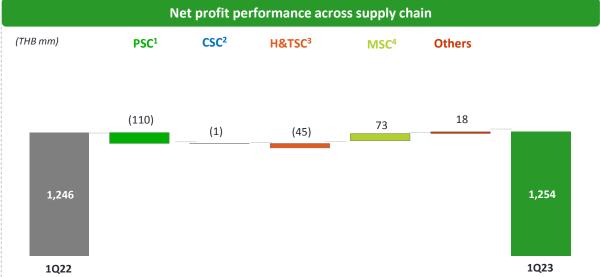


**PSC's sales** increased **+6.6**% driven by Glass packaging business due to increasing sales volume and higher selling prices of packaging products reflecting increasing raw material and utility costs.

**CSC's sales** increased **+2.8**% driven by increasing sales in Foods, Non-Food, and International business segments.

**H&TSC's sales** increased **+4.1%** mainly driven by increasing sales from both, Healthcare, and Technical Supply Chains due to increasing sales of Pharmaceutical, Power, Graphic, and Engineering divisions.

**MSC's sales** increased **+2.8%** driven by positive same-store-sales growth of **+1.6%** year-on-year for the quarter and new store openings.



**PSC's net profit** decrease was, mainly driven by the increasing raw material and utility costs.

**CSC's net profit** slight decrease was driven by increasing expenses.

**H&TSC's net profit** decrease was mainly driven by increasing expenses and high base due to share of profits from investment in joint venture recorded in 1Q22.

**MSC's net profit** increase was driven by retail sales growth, continued improving profitability due to combination of sales mix change, continued successful promotional investments, category development, good logistic management, and continued rental income recovery.



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## Packaging Supply Chain (PSC) – Performance



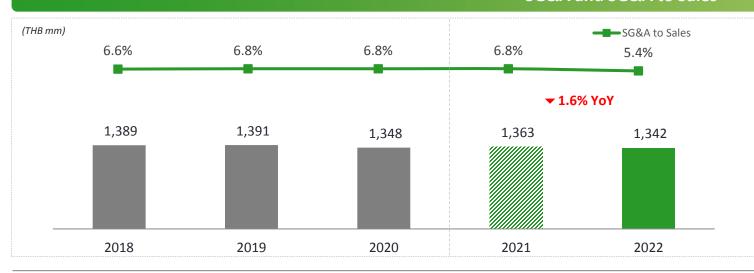


## Sales and GP Margin





#### SG&A and SG&A to Sales



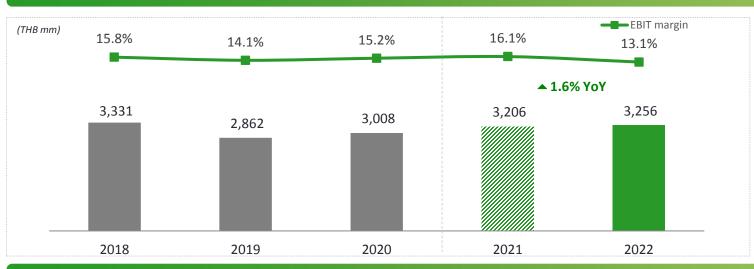


## Packaging Supply Chain (PSC) – Performance





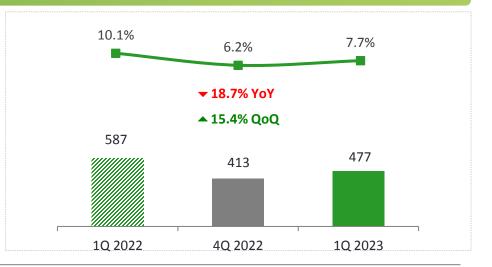
## **Recurring EBIT and EBIT Margin**





## **Recurring NPAT and NPAT Margin**





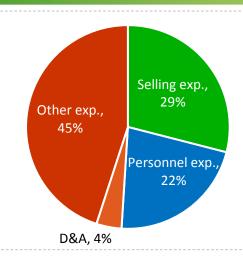
## **Packaging Supply Chain (PSC) – Performance**



#### 1Q 2023 Sales Breakdown



#### 1Q 2023 SG&A Breakdown



## 1Q 2023 Highlights

#### Sales increased by +6.6%

Increase was driven by growth from both business: Glass packaging business due to increasing sales volume and higher selling prices of packaging products reflecting increasing raw material and utility costs. Aluminum Packaging business due to continued sale growth in Thailand.

#### **GP Margin decreased by -348 bps**

 Decrease was driven by increasing natural gas and soda ash costs impacting Glass Packaging, and higher aluminum cost impacting Aluminum Can Packaging.

#### Recurring NPAT decreased by -18.7%

 Decrease was mainly driven by declining profitability due to increasing raw material and utility costs.

## **Consumer Supply Chain (CSC) – Performance**



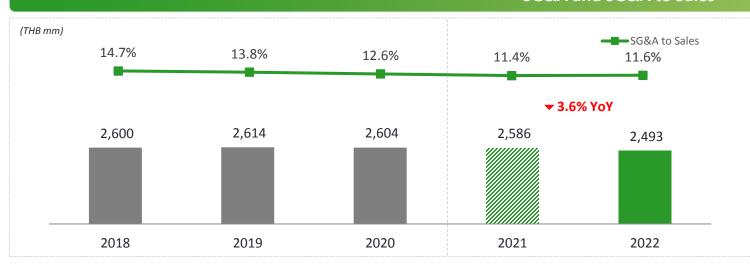


## Sales and GP Margin





#### SG&A and SG&A to Sales



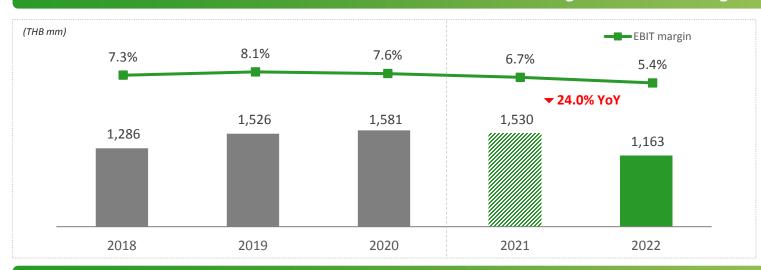


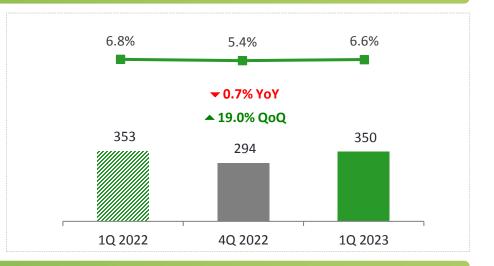
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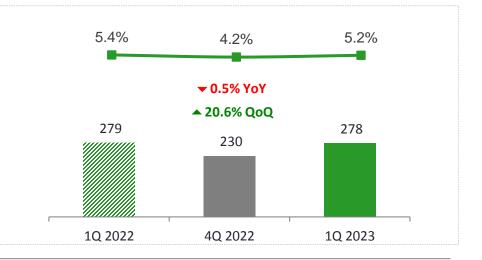
## **Recurring EBIT and EBIT Margin**





## **Recurring NPAT and NPAT Margin**





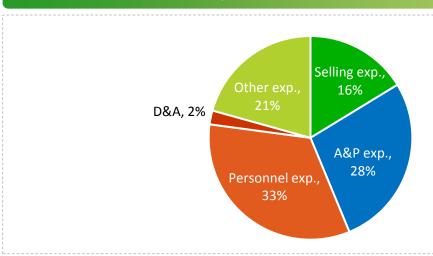
## **Consumer Supply Chain (CSC) – Performance**



## 1Q 2023 Sales Breakdown<sup>1</sup>



## 1Q 2023 SG&A Breakdown



## 1Q 2023 Highlights

#### Sales increased by +2.8%

Increase was driven by increasing sales from Food due growing snack sales, Non-Food due to growing tissue sales, and International Trading due to good sales of canned fish and tissues.

#### **GP Margin increased by +20bps**

Driven by improving gross profit margin from Food business segment due to declining raw material prices..

#### Recurring NPAT decreased by -0.5%

Driven mainly by increasing SG&A expenses.

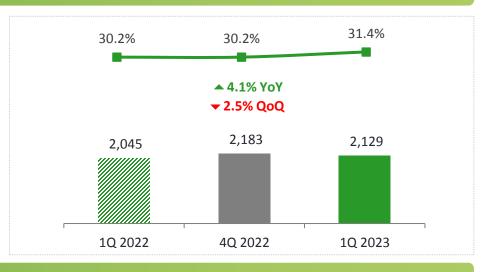
## **Healthcare & Technical Supply Chain (H&TSC) – Performance**





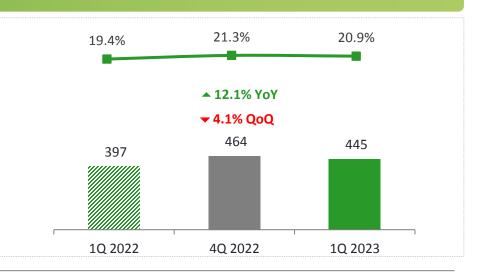
## Sales and GP Margin





## SG&A and SG&A to Sales





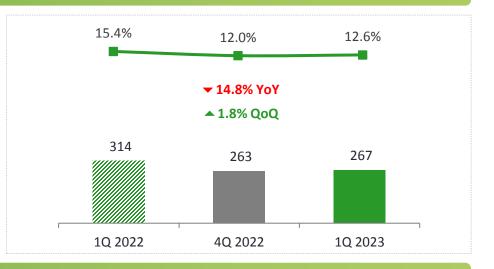
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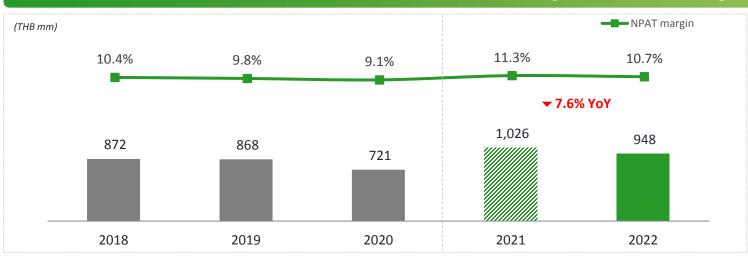


## **Recurring EBIT and EBIT Margin**





## **Recurring NPAT and NPAT Margin**

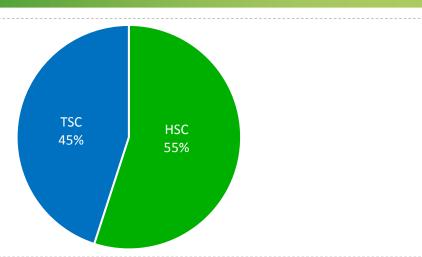




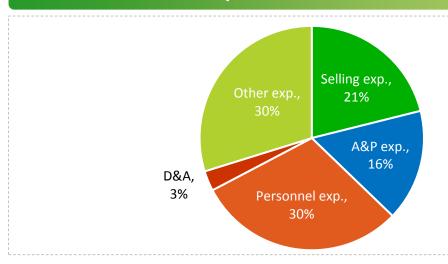
## Healthcare & Technical Supply Chain (H&TSC) – Performance



## 1Q 2023 Sales Breakdown



## 1Q 2023 SG&A Breakdown



## 1Q 2023 Highlights

#### Sales increased by +4.1%

 Increase was mainly driven by increasing sales from both, Healthcare, and Technical Supply Chains due to increasing sales of Pharmaceutical, Power, Graphic, and Engineering divisions.

#### **GP Margin increased by +121bps**

Increase was mainly driven by Healthcare Supply Chain's increasing gross profit margin due to sales mix.

#### Recurring NPAT decreased by -18.7%

 Increase was driven mainly by increasing SG&A expenses and high base due to share of profits from investment in joint venture recorded in 1Q22.

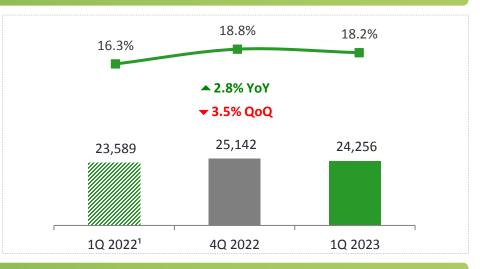
## **Modern Retail Supply Chain (MSC) – Performance**



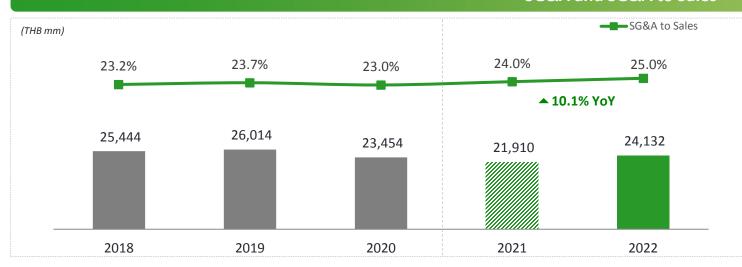


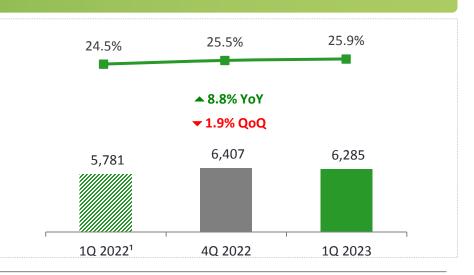
#### Sales and GP Margin





#### SG&A and SG&A to Sales





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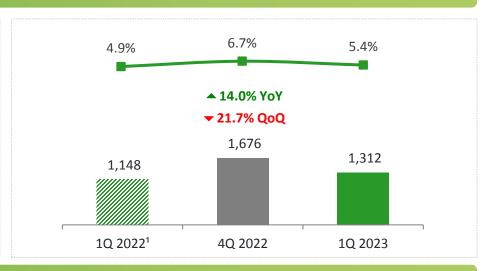
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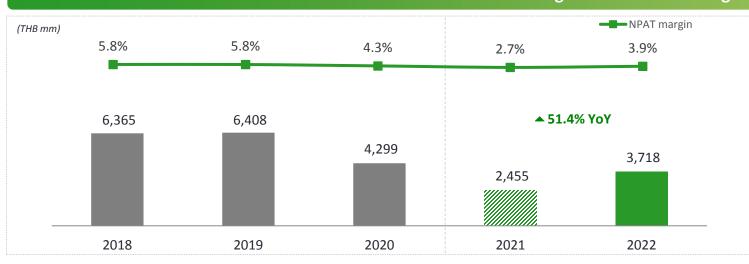


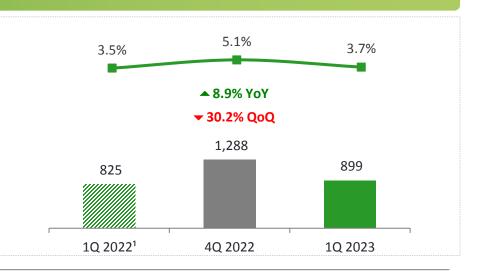
## **Recurring EBIT and EBIT Margin**





## **Recurring NPAT and NPAT Margin**



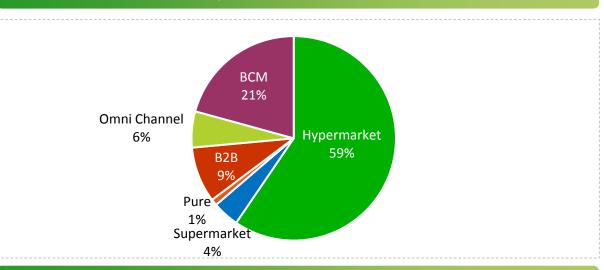


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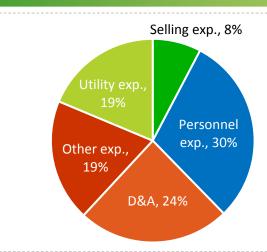
## **Modern Retail Supply Chain (MSC) – Performance**



## 1Q 2023 Sales Breakdown



## 1Q 2023 SG&A Breakdown



## 1Q 2023 Highlights

#### Sales increased by +2.8%

■ Driven by continued economic recovery driven by recovering tourist arrivals, positively impacting sales growth, and leading to positive same-store-sales growth of +1.6% year-on-year for the quarter (excluding B2B sales same-store-sales growth for the quarter was +5.8%), and new store openings.

#### **GP Margin increased by +194bps**

 Driven mainly due to a combination of sales mix change and continued successful promotional investments, category development, and good logistic management.

#### **Recurring NPAT increased by +8.9%**

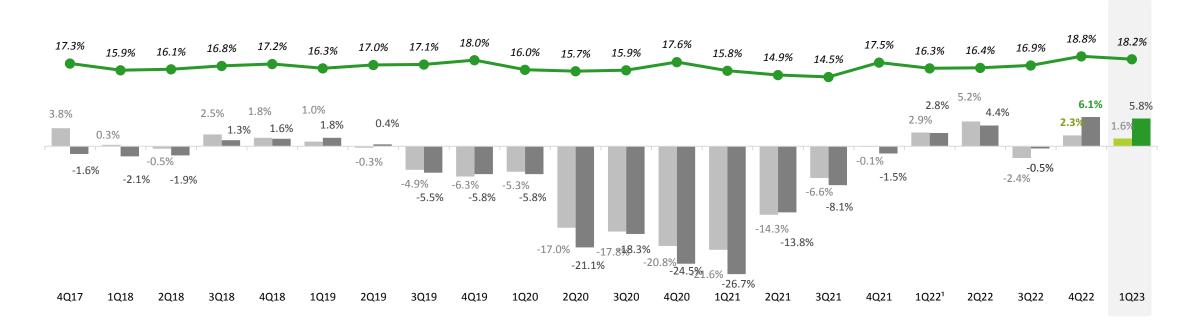
 Driven by sales growth, rental income recovery, and continued profitability improvements.

## **MSC – SSSG and Margin Trend**



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



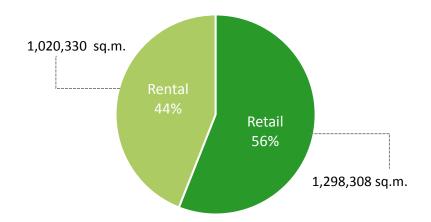


SSSG remained positive level with month-by-month improvement during the quarter, whilst GP% continued posting strong year-on-year growth

#### MSC – Rental and Other Income

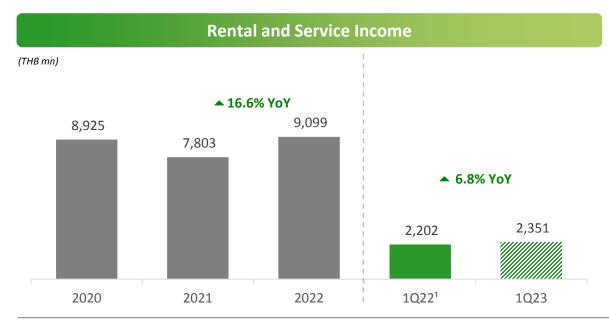


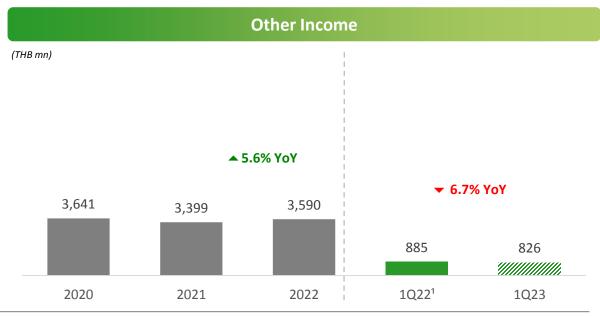
#### Retail<sup>1</sup> and Rental<sup>2</sup> Area – March 2023



#### 1Q23 Performance

- Rental and service income continued recovery with growth of +6.8% YoY in 1Q23 mainly driven improving performance and by lower rental discount when compared to last year.
- Other income decreased by -6.7% YoY driven by decreasing service income.
- Occupancy rate reached 86.2% for the quarter, decreasing from the 87.5% reached during the same period last year due to 8 ongoing renovations during the quarter and the additional new space of c.22K sqm from Big C Rajdamri 5<sup>th</sup> 7<sup>th</sup> floors which was recently converted from office space into leasable retail space. When excluding this additional space the occupancy rate in 1Q23 was 87.6%





<sup>1</sup> Retail Space including Hypermarket, Big C Market, Big C Food Place, Big C Depot, Big C Food Service, Big C Mini, Pure and Siripharma pharmacies, and AsiaBooks Rental Space including Hypermarket, Big C Market, Big C Food Place, Big C Depot, Big C Food Service, and Talad Krobkrua

Confidential



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## Operational Update 1Q23 – PSC, CSC and HSC





Packaging **Supply Chain** 

- Developed Bubble/Blister counter system to detect and count the number of bubble and blister defects on bottles.
- Developed Alternative Energy Supply / Cost Reduction project to change NG to LPG for reducing the cost.
- Implementing SB4 Oxy-boosting to increase furnace capacity.
- Developed Cost Saving / Green Energy project by setting up Solar roof top project at TMG.





Consumer **Supply Chain** 

- Tasto launched Tasto Devil Emperor Chili upgraded with a new presenter, "Paper Planes".
- Party launched NPD "Party นมปั่นและโตเกี่ยวเนยกรอบ"
- Zilk retained No.1 in medium segment, and also launched NPD Zilk Jumbo big pack 32+8 rolls.
- Parrot was dominant No.1 in beauty bar, and launched NPD in Nok Kaew Pastel series and Parrot Liquid.







Healthcare **Supply Chain** 

- Launched new products:
  - **1.Suganon tablet:** manufactured by Dong-A, Korea for diabetes
  - 2.Gansulog: long acting insulin and pen manufactured by Gan& Lee, China for diabetes.
- Won e-bidding of Digital Fluoroscopy system Unit, Medical faculty Chiangmai university.
- Installed Near Infrared Fluorescence System at Surathani hospital.

















## **Operational Update – MSC Store Expansion and Renovations**





## **Store Expansion**

#### **Store openings**

Wholesale: 1 Food Services store

Big C Mini: 13 stores (including 1 in Cambodia)

## Donjai:

Extended Donjai partnership store network to reach 1,170 stores

#### Talad:

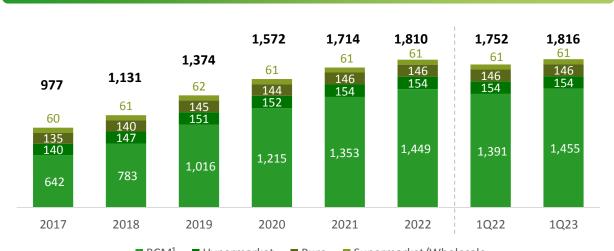
Opened 1Talad Dern Len

#### **Store Renovations**

#### 1Q 2023 renovations

- Full renovations:
  - 8 stores under renovation during the quarter
- Improvement renovations
  - 15 Bangkok stores currently schedule to be completed within 3Q23

## No. of Stores





## **Operational Update – MSC International Expansion update**





#### Cambodia

## **Hypermarket**

- Signed strategic partnership contract with OCIC to develop hypermarket at Chroy Changvar Satellite City in Phnom Penh
  - Size: Sales area 3,885 sqm, TWC area 4,210 sqm

## Big C Mini

 Opened 1 new store during 1Q23 increasing store network to 20 stores at the end of March 2023

#### Laos

## **Hypermarket**

- Started construction of our first hypermarket in Laos at ITECC Vientiane during 1Q23.
  - Size: Sales area: 2,735 sqm, TWC area: 4,455 sqm
  - The development will also include space for Big C Mini Laos DC and Head Office space.
  - Targeted opening in 1Q24

## **Big C Mini**

 Opened 3 new stores during 1Q23 increasing store network to 63 stores at the end of March 2023





## **Operational Update – MSC Omnichannel**





Big C is continuing its omnichannel development, and during the 1Q23 we:

## 1. Entered into a partnership with Lineman

Delivering products from over 800 Big C stores in all location where Lineman provides delivery service.

## 2. Expanded our cross-border ecommerce in China

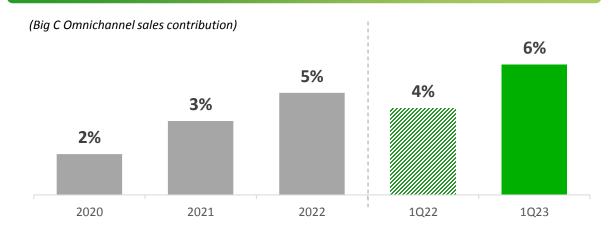
- We entered into Tmall e-marketplace in China.
- Currently offering c.50 SKUs of popular Thai products (snacks, OTOP products, condiments, HB&A, etc.) to Chinese customers.

# **BigGDigital**





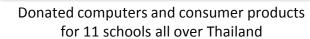
#### **Omnichannel Sales Contribution**



## Community focus update - 1Q 2023



**EDUCATION** 





Provided mobile library bus to encourage reading for students

Region & Culture





Donated to local temples for renovation and organized donation activities for the local

**ENVIRONMENT** 



Joint forces with DHL in launching 100% electric trucks by piloting the transportation to 3 stores in Bangkok



Launched Organic vegetable planting project on the roof of office building, using food waste as fertilizer



Supported local SMEs and farmers with good quality products.



Promoted pumpkin cultivation for vulnerable groups i.e. Ethnic groups and prisoners in Fang District, Chiang Mai



# **Thank You**

#### For more information

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