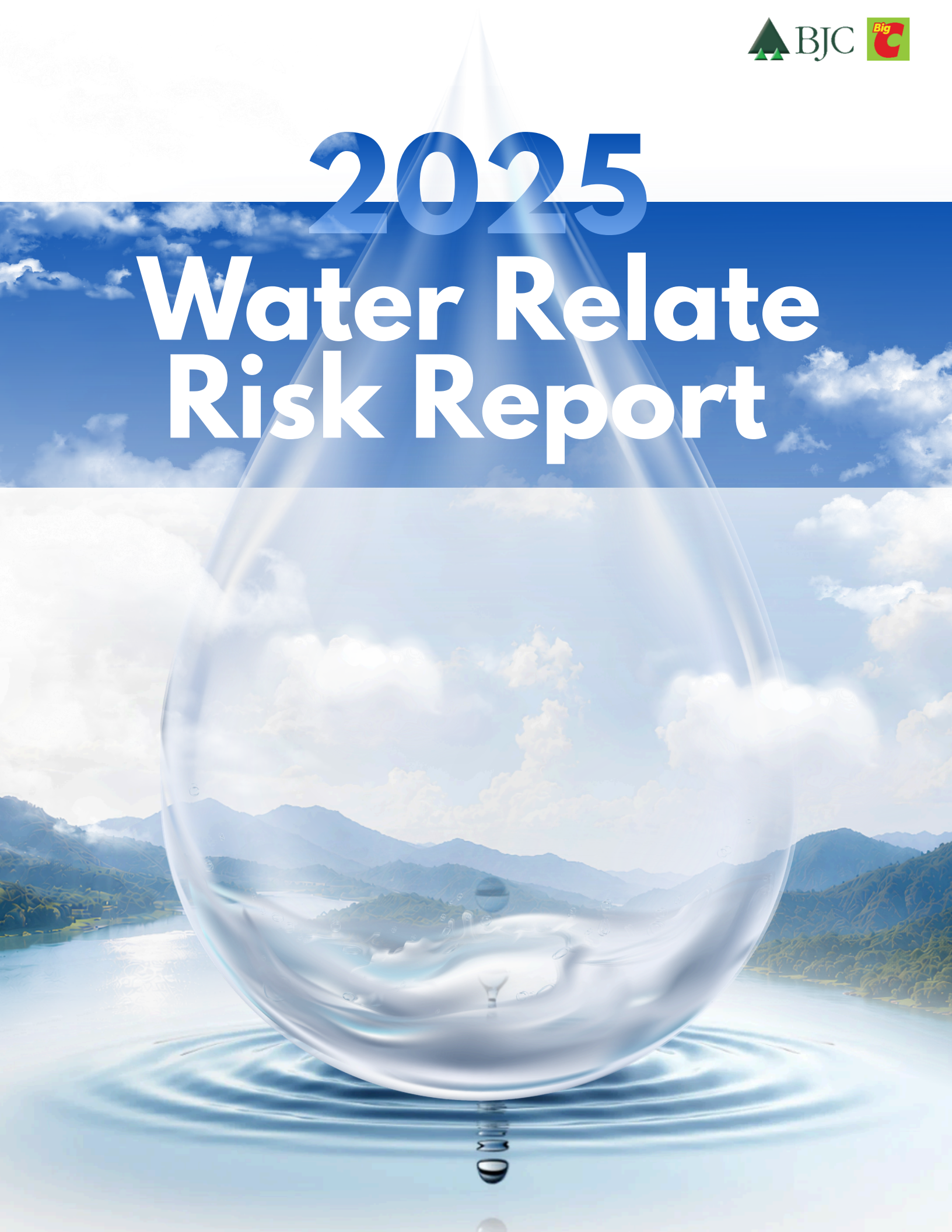
2025 Water Relate Risk Report



Water Relate Risk Report

BJC has established a comprehensive approach to identify and assess water-related risks across its operations and value chain. In 2025, the Company continued to utilize the Aqueduct Water Risk Atlas, developed by the World Resources Institute (WRI), to evaluate water-related risks and identify sites located in water-stressed areas.

The assessment covers all operational sites across Thailand, as well as key components of the value chain, including Tier 1 suppliers, Critical Tier 1 supplier and critical agricultural commodities. The assessment enables the Company to evaluate water-related risks across multiple dimensions, including physical, regulatory, and reputational risks, and supports the development of appropriate mitigation measures and long-term water stewardship strategies.

The details of the assessment are as follows:

Own Operation

BJC assesses the locations of its operational sites in relation to water-related risks using the Aqueduct Water Risk Atlas, developed by the World Resources Institute (WRI).

The assessment evaluates water-related risks across multiple dimensions, including physical, regulatory, and reputational risks, providing a comprehensive understanding of site-specific exposure to water-related risks. The results are presented below.

Risk types	% Operation site
Low (<10%)	11
Low - Medium (10-20%)	2
Medium - High (20-40%)	14
High (40-80%)	34
Extremely High (>80%)	40

Note: Coverage includes all Big C store and all manufacturing facilities in Thailand.

In additional, BJC also conducts water risk assessments in enterprise risk management process which operates on a regular basis to manage risks appropriately and timely manner.

Mitigation Plan

BJC continuously monitors, evaluates, and manages water use across its operations, with a focus on sites located in water-stressed areas. The Company adopts a risk-based approach to ensure efficient water use, secure adequate supply, and minimize environmental and community impacts. BJC is committed to improving water efficiency by increasing the use of recycled water, enhancing wastewater treatment systems, and adopting advanced technologies and best practices to reduce freshwater consumption. In addition, the Company strengthens water resilience by identifying alternative water sources and promoting water reuse, particularly in areas exposed to water scarcity risks.

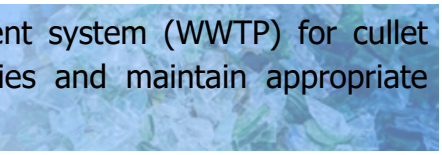
Examples of Operation site activities in water stress areas:

- BJF implemented a wastewater reuse project utilizing an Ultra Filtration (UF) system and disinfection process to improve water efficiency and reduce freshwater consumption.

- RIL reuses treated wastewater for cleaning and outdoor applications to replace municipal water use.

- TBC monitors daily utility water consumption and investigates abnormal water usage exceeding the defined threshold.

- Gth utilizes reused water from the wastewater treatment system (WWTP) for cullet washing to reduce dust impacts on nearby communities and maintain appropriate moisture levels before the melting process.



Tier 1 suppliers

Risk types	% Operation site
Low (<10%)	8
Low - Medium (10-20%)	2
Medium - High (20-40%)	3
High (40-80%)	52
Extremely High (>80%)	35

The assessment results indicate that the majority of Tier 1 suppliers are located in water-stressed areas. Specifically, 52% of suppliers are situated in high water risk areas and 35% are located in extremely high water risk areas. Meanwhile, 3% of suppliers fall within medium-high water risk areas, while only 10% are located in low to low-medium water risk areas.

Critical Tier 1 suppliers

Risk types	% Operation site
Low (<10%)	1
Low - Medium (10-20%)	0
Medium - High (20-40%)	1
High (40-80%)	64
Extremely High (>80%)	34

The assessment results indicate that the majority of critical Tier 1 suppliers are located in areas exposed to significant water-related risks. Specifically, 64% of critical Tier 1 suppliers are situated in high water risk areas, while 34% are located in extremely high water risk areas. Only 1% and 1% of suppliers fall within low and medium-high water risk areas, respectively.

In addition, BJC incorporates water-related considerations into its supplier risk assessment processes, including on-site supplier audits to evaluate water management practices and promote responsible water stewardship across the supply chain.

Agricultural commudities

Raw Material	Sourcing Province	Water source	Water Risk Level
 Palm oil	Surat Thani	Peninsula Malaysia	Low (<10%)
	Chumphon	Peninsula Malaysia	Low (<10%)
	Trang	Peninsula Malaysia	Low - Medium (10-20%)
	Krabi	Peninsula Malaysia	Low (<10%)
	Chon Buri	Gulf of Thailand Coast	Extremely High (>80%)
	Prachuap Khiri Khan	Peninsula Malaysia	Medium - High (20-40%)
	Trat	Gulf of Thailand Coast	Low - Medium (10-20%)
	Malaysia	North Borneo Coast	Low (<10%)
	Indonesia	Kalimantan	Low (<10%)
 Sugar	Phetchabun	Chao Phraya	Extremely High (>80%)
	Lop Buri	Chao Phraya	Extremely High (>80%)
	Chaiyaphum	Mekong	Extremely High (>80%)
	Nakhon Sawan	Chao Phraya	Extremely High (>80%)
	Uttaradit	Chao Phraya	High (40-80%)
	Sukhothai	Chao Phraya	Extremely High (>80%)
	Loei	Mekong	Low (<10%)
 Cacao	Malaysia	Peninsula Malaysia	Low (<10%)
	Singapore	Peninsula Malaysia	Low (<10%)
	Netherlands	Rhine	Low (<10%)
 Soy	Argentina	North Argentina, South Atlantic Coast	Low - Medium (10-20%)
	Brazil	Tocantins	Low (<10%)
	America	North America, Colorado	Medium - High (20-40%)

Agricultural commodities	% of total agricultural commodity sourced from areas with water stress
Palm oil	9.7%
Sugar	13.8%
Cacao	0%
Soy	0%
% of cost goods purchased in last FY	1.4%