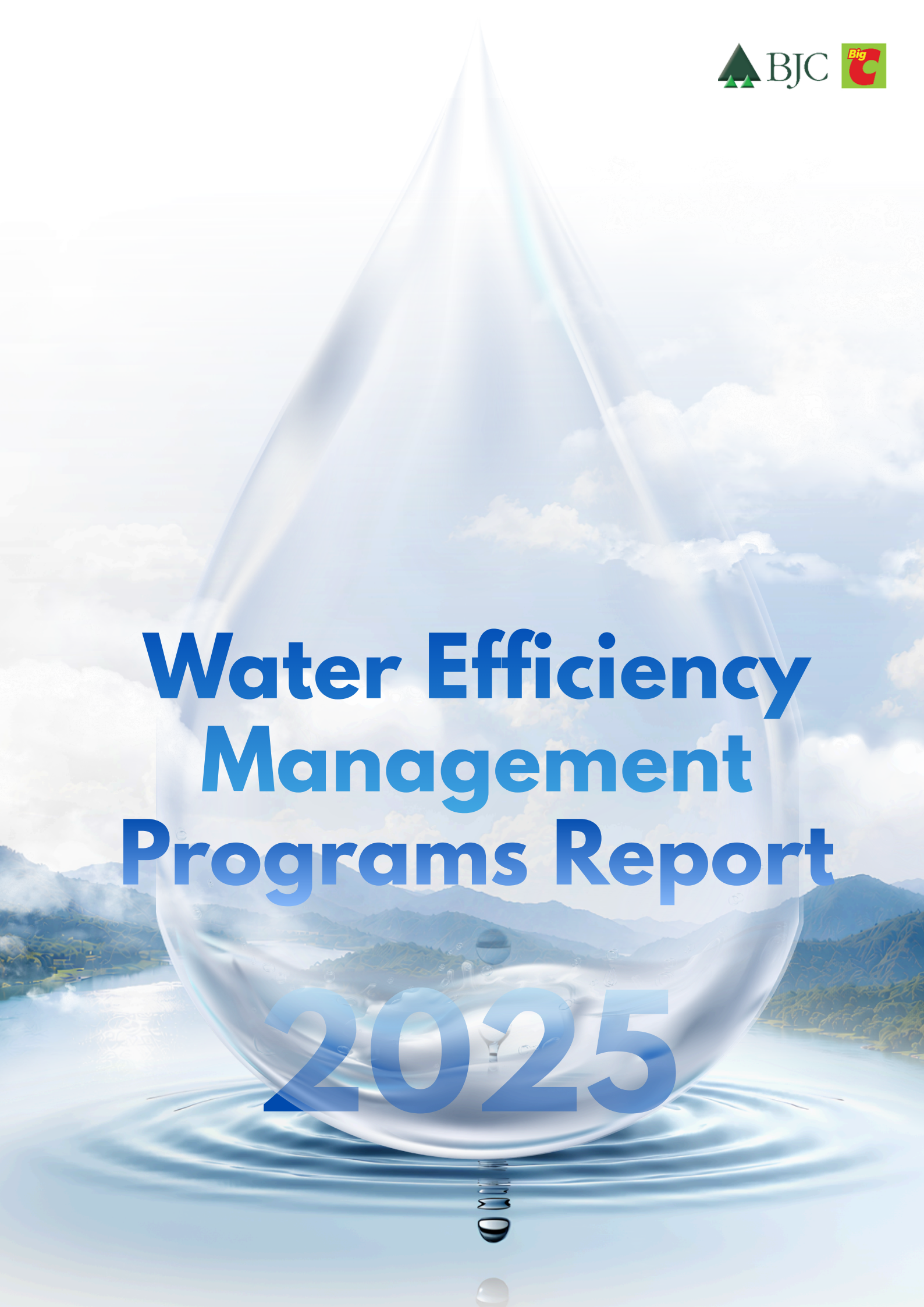


Water Efficiency Management Programs Report

2025

Water use assessments

BJC conducts water use assessments across its operations to review and analyze water consumption patterns, identify activities with significant water use, and evaluate processes that may affect water quality. The Company also monitors water use quantities and performance indicators to identify opportunities for improving water efficiency and supporting continuous improvement in water resource management.

The assessment approach is aligned with the principles of International Organization for Standardization 46001 Water Efficiency Management Systems and supports continuous improvement in water efficiency performance. Examples of water efficiency initiatives implemented by each business are as follows

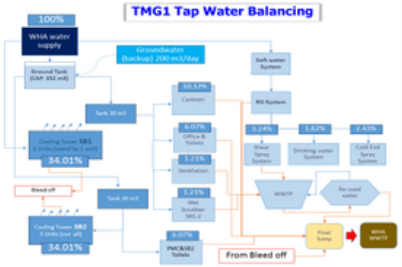
Rubia Industries (RIL)

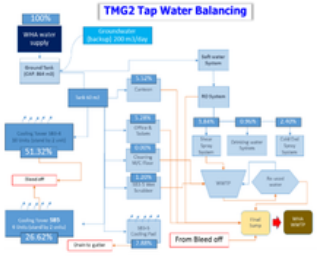
Water use assessments were conducted at RIL to identify water-intensive processes and opportunities to improve water efficiency. The assessments included developing water balances and reviewing water flow processes across operational departments. The cosmetics manufacturing process was identified as the most water-intensive operation. As a result, RIL implemented a water reduction initiative for mixing tank cleaning processes, reducing water consumption by 69.3 m^3



Thai Malaya Glass (TMG) & Thai Glass Industries (TGI)

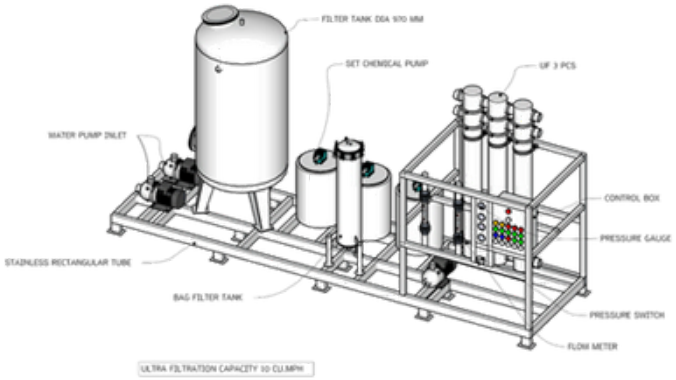
TMG & TGI conducted water use assessments and identified opportunities to reduce water consumption in the glass cullet washing process. The companies implemented the reuse of treated wastewater from the wastewater treatment system for this activity, resulting in a reduction of water consumption by 1,954 m^3/year.



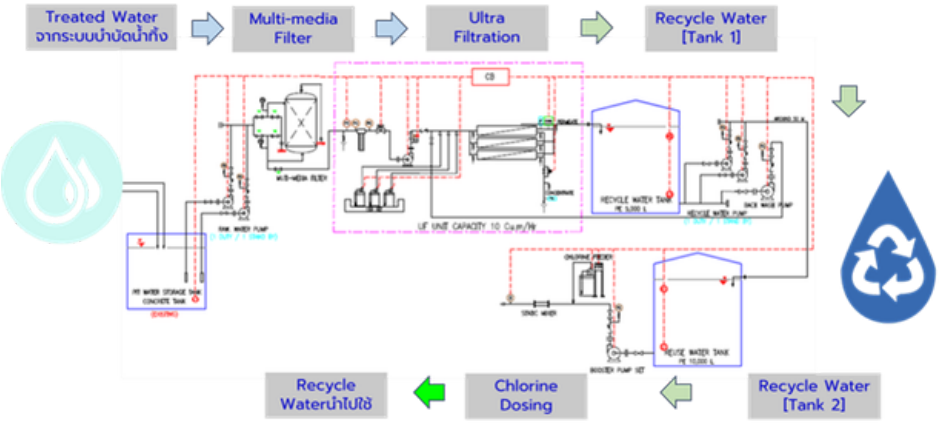


Berli Jucker Food (BJF)

BJF has conducted a water use assessment focusing on treated wastewater from its on-site treatment system. The assessment aimed at identifying activities and functions with potential for better water efficiency, as well as determining processes that affect used water quality and monitoring water use quantities throughout the facility.



As a result, BJF installed an Ultra Filtration System with disinfection capability to reclaim treated wastewater and reuse it within the production process. This system enables 100 cubic meters of water reuse per day, leading to a reduction of approximately 14,730 cubic meters of municipal water use per year.
These assessments allow BJF to gather relevant data, monitor key water efficiency indicators, and continuously review performance to drive improvements in overall water management.



Actions to reduce water consumption

Actions to reduce water consumption were implemented by RIL by optimizing the mixing tank cleaning process at its cosmetics manufacturing facility. The initiative was developed after identifying the cosmetics manufacturing process as the most water-intensive operation and focused on improving water efficiency during tank cleaning. As a result, the initiative achieved a reduction in water consumption of 69.3 m^3.

Thai Beverage Can (TBC) reduced water consumption by 28 liters per 1,000 cans in the can washing (washer) process by implementing a stop water supply when the washer is on standby, fixing water leaks, maintaining a consistent chlorine level in soft water, and reducing soluble oil usage.

Actions to improve wastewater quality

BJC regularly assesses its wastewater treatment systems to identify opportunities to improve treated wastewater quality prior to discharge, optimize treatment performance, and increase water reuse across its operations. Going beyond regulatory compliance, the Company continuously implements measures to enhance effluent quality and reduce environmental impacts. At BJF, an assessment of its on-site wastewater treatment system led to the installation of an Ultra Filtration (UF) System with disinfection capability to further remove suspended solids and microorganisms, improving treated wastewater quality before reuse or discharge. The system reclaims up to 100 cubic meters of treated wastewater per day, reducing municipal water consumption by approximately 14,730 cubic meters annually. Assessment findings are continuously used to optimize wastewater treatment performance and drive continuous improvement in wastewater management.

Application of water recycling

Thai Beverage Can (TBC) is committed to 3Rs (Reduce, Reuse, and Recycle) water management by treating and reusing RO reject water for non-production activities, such as cleaning and maintenance. TBC also reduces cooling system leaks, optimizes RO operations, and expands RO reject water reuse to replace tap water. These initiatives save approximately 1,300 cubic meters of water per month.

Awareness training provided to employees on water efficiency management programs

Thai Beverage Can (TBC) developed an operational manual and conducted awareness training for operational employees to strengthen water efficiency management in its wastewater treatment system. The training focused on optimizing chemical dosing based on wastewater characteristics before treatment to improve treatment efficiency while minimizing unnecessary chemical consumption. This capacity-building initiative enhances employees' awareness, technical competency, and supports continuous improvement in wastewater treatment operations. As a result, employees have improved their knowledge and understanding of wastewater treatment processes, contributing to more efficient wastewater treatment system performance and reinforcing TBC's water efficiency management program.