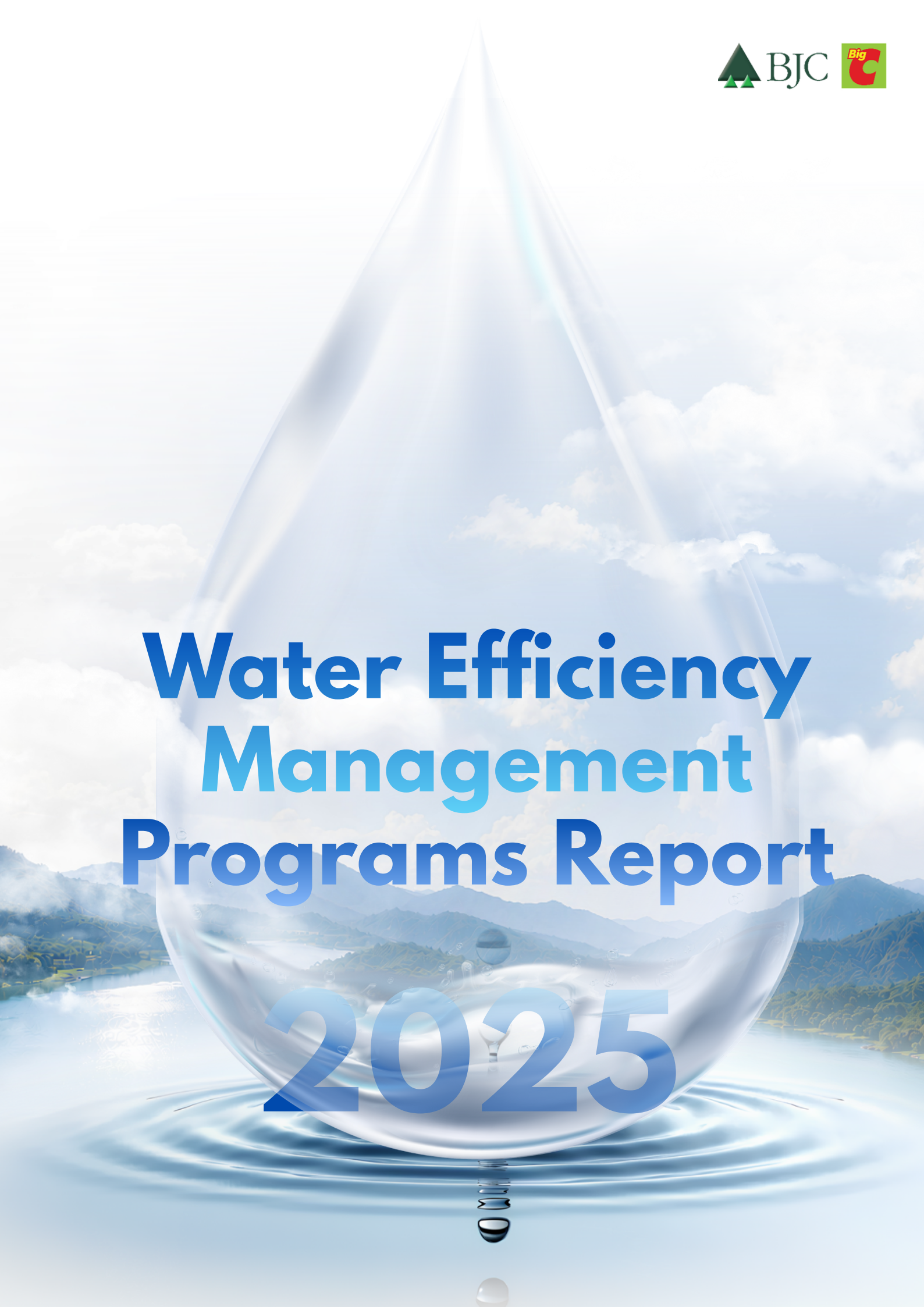




Water Efficiency Management Programs Report 2025

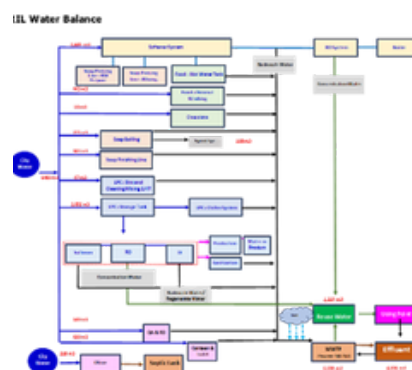
Water use assessments

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)

RIL conducted a water use assessment within the factory by developing a water balance and reviewing water flow processes across all operational departments. The assessment identified the cosmetics manufacturing process as the most water-intensive operation. As a result, the Company implemented a water reduction initiative for mixing tank cleaning processes, achieving a reduction in water consumption of 69.3 m³



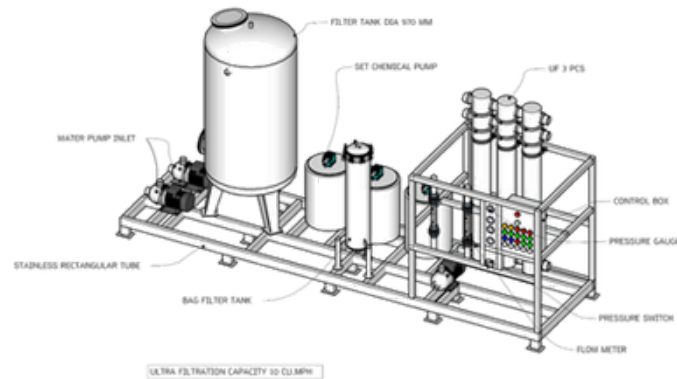
Thai Malaya Glass (TMG) & Thai Glass Industries (TGI)

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 m³/year.



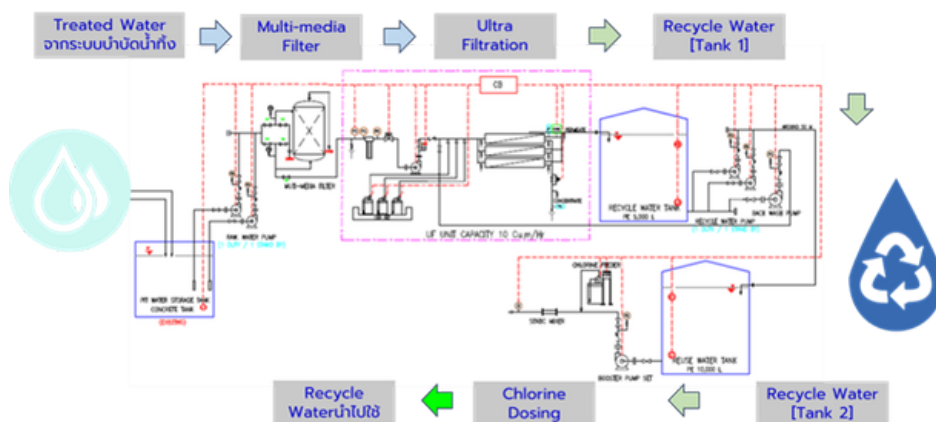
Berli Jucker Food (BJF)

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

Rubia Industries (RIL) implemented water efficiency improvement initiatives across its production processes to optimize water consumption and reduce the amount of water required for operational activities. These measures resulted in a reduction of water consumption by 3,340 cubic meters compared to the previous year.

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

BJF implemented an Ultra Filtration System with disinfection capability to support water recycling by reclaiming treated wastewater from its on-site wastewater treatment system for reuse in the production process. The system recycles 100 cubic meters of water per day, reducing municipal water consumption by approximately 14,730 cubic meters annually. Water recycling performance is regularly monitored to support continuous improvement.

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.