



BERLI JUCKER PUBLIC COMPANY LIMITED (BJC)

CLIMATE CHANGE MANAGEMENT REPORT 2025

Task Force on Climate-Related Financial Disclosure (TCFD)

Contents

INTRODUCTION	2
GOVERNANCE	3
Board Responsibility for Climate-Related Risk and Opportunity Management	4
Climate-Related Remuneration	6
Climate-Related Management Incentives	6
Lobbying and Trade Associations - Climate Alignment	9
STRATEGY	11
Highlights of Business Unit Implementation	12
Scenario Analysis of Climate Risks and Opportunities	14
Physical Risks	16
Physical Risk Scenario Analysis	16
Transition Risks	29
Transition Risk Scenario Analysis	29
Climate Related - Opportunities	43
RISK MANAGEMENT	46
The Organization's Processes for Identifying and Assessing Climate-Related Risks	46
The Organization's Processes for Managing Climate-Related Risks	47
Control Activities	47
Integration of Climate-Related Risk Management into the Enterprise Risk Management Framework	48
METRICS AND TARGETS	49
Greenhouse Gas (GHG) Emissions (Scope 1, 2, and 3)	50
Operational Plan to achieve Net Zero goal in 2050	54
Transition Plan to achieve Net Zero	56
Social Implications Assessment	62
APPENDIX	64

INTRODUCTION

Climate change is one of the most significant challenges affecting the global economy and business environment. The increasing frequency and severity of physical climate hazards, together with the transition to a low-carbon economy, present both risks and opportunities that may influence business operations, supply chains, market demand, regulatory compliance, access to capital, and long-term enterprise value. As stakeholder expectations and climate-related regulations continue to evolve, organizations are expected to strengthen their governance, strategy, risk management, and disclosure of climate-related risks and opportunities.

As a diversified company operating across packaging, consumer products, distribution, and retail businesses, Berli Jucker Public Company Limited (BJC) recognizes that climate change may affect its business through multiple pathways, including changes in resource availability, energy costs, environmental regulations, customer preferences, and supply chain resilience. The Company therefore integrates climate-related considerations into its corporate strategy, enterprise risk management, investment decision-making, and operational planning to enhance business resilience and support sustainable long-term value creation.

In alignment with Thailand's Nationally Determined Contribution (NDC 3.0) and the Science Based Targets initiative (SBTi), BJC has established climate targets to reduce Scope 1 and Scope 2 greenhouse gas emissions by 42% by 2030 from a 2022 base year and has set a long-term ambition to achieve Net Zero Emissions by 2050. To achieve these targets, the Company is implementing a climate transition plan focused on improving energy efficiency, strengthening energy management, increasing the use of renewable energy, deploying low-carbon technologies, and engaging suppliers to reduce greenhouse gas emissions across the value chain.

This Climate Change Management Report has been prepared in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The report is structured around the four core elements of the TCFD framework—Governance, Strategy, Risk Management, and Metrics and Targets—and presents BJC's approach to managing climate-related risks and opportunities. Through this disclosure, the Company seeks to enhance transparency by providing decision-useful information on how climate-related matters are integrated into governance, strategy, risk management, and performance monitoring, supporting informed stakeholder decision-making.

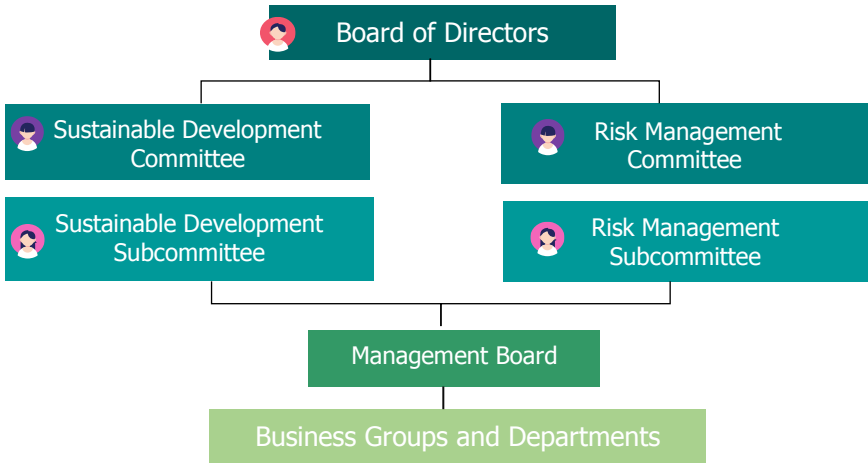
GOVERNANCE

BJC has established governance mechanisms to oversee climate-related issues and ensure that climate-related risks and opportunities are integrated into corporate governance and strategic decision-making. The Board of Directors (BOD) serves as the highest decision-making authority and is responsible for the overall governance of BJC, including the approval of strategic business plans and management approaches. The BOD plays a critical role in driving the Company's response to environmental, social, and governance (ESG) matters, including the oversight and management of climate-related risks and opportunities. Climate-related issues are regularly included on the agenda of the Board of Directors and reviewed on a quarterly basis to enable timely and informed decision-making.

To strengthen oversight and ensure effective governance of climate-related risks and opportunities, the Board of Directors has established the Sustainable Development Committee (SDC) to oversee climate-related issues and challenges, monitor sustainability and climate-related performance, and ensure the accuracy and integrity of sustainability-related disclosures. Prof. Pirom Kamolratanakul, M.D., M.Sc., an Independent Director of the Board of Directors, serves as Chair of the Sustainable Development Committee (SDC) and is accountable for overseeing the Group's climate-related strategies, risks and opportunities, and performance. The SDC also oversees key climate-related topics, including Environmental Management and Biodiversity, Water-Related Risks, Climate Strategy, and Greenhouse Gas (GHG) Emissions. Additionally, the Risk Management Committee (RMC) has been established to develop a comprehensive enterprise risk management framework, with a

particular focus on ESG-related risks, including climate-related risks and opportunities. The RMC ensures that potential risks are identified, assessed, and managed in alignment with the Company's long-term sustainability goals. Furthermore, the Management Board, appointed by BJC, is accountable for the execution and implementation of climate-related projects. The Management Board is empowered to oversee, support, and make strategic decisions to ensure that all climate-related initiatives align with BJC's corporate strategy while incorporating stakeholder perspectives.

BJC's Climate-Related Governance Structure



Through this structured governance framework, BJC ensures that climate-related risks and opportunities are effectively managed, reinforcing its commitment to sustainability and long-term resilience.

Board Responsibility for Climate-Related Risk and Opportunity Management

The Board of Directors oversees the Company’s operations, risk management, and strategic opportunities related to climate change by delegating responsibilities to the following subcommittees:

- Sustainable Development Committee (SDC):** Responsible for supervising the Company’s sustainability initiatives, including the management of climate change-related matters.
- Risk Management Committee (RMC):** Oversees corporate risks and opportunities, including those associated with sustainable development, in alignment with the Environmental, Social, and Governance (ESG) framework.
- Management Board:** Sets climate-related goals and work plans, and manages the Group’s operations to ensure the achievement of established targets.

These committees, comprising executives from relevant business units and supporting functions, are entrusted with execution, performance monitoring, and external stakeholder engagement.

Since 2024, BJC has further strengthened its sustainability governance through the appointment of a Chief Sustainability Officer (CSO) as a member of the Management Board. The CSO oversees climate and sustainability matters, ensuring effective implementation, continuous monitoring, and meaningful stakeholder engagement. The respective roles and responsibilities of each committee are outlined in Table 1.

Table 1 Management's Role in Assessing and Managing Climate-Related Risks and Opportunities.

Committee	Climate-related Roles and Responsibilities	Meeting Frequency
Board of Directors	- Approves climate-related policies and oversees overall climate strategy and risk management - Reviews quarterly reports from relevant committees to ensure proper oversight - Regularly includes climate-related issues in board agendas to ensure focused attention. - Top-down communication of climate-related incentives reflects company-wide commitment.	Quarterly
Sustainable Development Committee	- Recommends climate policy frameworks and strategies to the Board. - Oversees and supports subcommittees and working groups responsible for sustainability. - Promotes integration of climate issues with corporate governance and business ethics. - Holds quarterly meetings to coordinate climate-related oversight and strategic direction.	Quarterly

Committee	Climate-related Roles and Responsibilities	Meeting Frequency
Sustainable Development Subcommittee	- Comprised of executives from each business group. - Supports Sustainability Management Working Group to align operations with policies. - Coordinates among stakeholders for effective implementation. - Convenes quarterly to track progress and address challenges.	Quarterly
Risk Management Committee	- Develops climate risk policies and strategies. - Analyzes and monitors risk management practices across the company. - Reports findings to the Board of Directors. - Supports risk awareness and alignment across the organization. - Holds quarterly meetings to ensure responsive and proactive risk management.	Quarterly
Risk Management Subcommittee	- Prepares and proposes climate-related risk plans to the Risk Management Committee. - Monitors and evaluates risks and opportunities regularly. - Promotes risk culture throughout the organization. - Conducts quarterly meetings to ensure effective communication and decision-making.	Quarterly
Management Board	- Led by CEO and senior executives; responsible for implementing the approved climate strategy. - Sets climate-related goals, monitors execution, and integrates sustainability into core operations. - Conducts monthly meetings with climate issues prioritized in sustainability discussions.	Quarterly
Business Groups and Departments	- Each group assesses and manages climate risks and opportunities. - Specialized departments (e.g., SHE, Safety & Maintenance, Building Admin) handle data collection and reporting. - Continuous monitoring and improvement align with corporate climate goals.	Quarterly

Climate-Related Remuneration

BJC incorporates climate-related performance indicators into the annual performance evaluation of relevant executives and management personnel whose responsibilities directly influence the Company's climate-related initiatives and environmental performance. This framework is established at the highest management level and cascaded throughout relevant business units and functions to ensure consistent implementation across the organization and alignment with the Company's climate strategy.

Climate-Related Management Incentives

The performance assessment considers progress toward the Company's climate commitments and key climate-related performance indicators (KPIs), including greenhouse gas (GHG) emissions reduction, improvements in energy efficiency, increased use of renewable energy, implementation of decarbonization initiatives, resource efficiency, and compliance with environmental management requirements. These KPIs are aligned with the Company's climate strategy and long-term Net Zero Emissions commitment.

Achievement of these climate-related objectives is incorporated into the overall performance evaluation and contributes to the determination of annual management incentives, alongside financial, operational, and other sustainability performance indicators. By integrating climate-related KPIs into the performance management framework, BJC strengthens management accountability, promotes informed decision-making on climate-related risks and opportunities, and drives continuous improvement in climate performance across the organization.

Management Level	Type of Incentive	Related Business Unit	Incentivized KPIs	Description of the KPI
Chief Executive Officer (CEO)	Monetary	Group-wide	GHG emissions reduction	BJC has established Key Performance Indicators (KPIs) for the CEO to oversee and drive the Company's sustainability efforts. These KPIs include leading the implementation of the Company's climate strategy and climate change mitigation initiatives, particularly through the reduction of direct and indirect GHG emissions, in alignment with the Company's sustainability objectives and succession planning criteria. The CEO is also responsible for promoting sustainability awareness and employee

Management Level	Type of Incentive	Related Business Unit	Incentivized KPIs	Description of the KPI
Executive Officers	Monetary	Retail/ Factory	GHG emissions reduction	engagement to support the effective implementation of the Company's climate and sustainability strategies. Performance in reducing GHG emissions and improving energy efficiency within the respective business unit. For manufacturing businesses, such as glass packaging, the KPI includes reducing Scope 1 and Scope 2 GHG emissions from key emission sources, including fuel, oil, refrigerants, electricity, and steam, in alignment with the Company-wide GHG emissions reduction targets. These emissions, primarily driven by energy consumption from fuel combustion and process emissions, represent a significant portion of BJC Glass's overall GHG footprint. By embedding emissions reduction targets into executive performance metrics, BJC Glass drives continuous improvements in operational efficiency and energy management, while promoting the increased use of cullet and the implementation of technologies to improve resource efficiency and reduce GHG emissions. In 2025, BJC Glass reduced its Scope 1 and Scope 2 GHG emissions by more than 13,000 tCO₂e, contributing to the achievement of the Company-wide GHG emissions reduction target.
Business Unit Managers	Monetary	Retail/ Factory	Resource use and efficiency	BJC has established achievement indicators for Business Unit Managers, particularly within the retail business, where electricity consumption is a significant component of operational resource use. These indicators are designed to drive improvements in resource efficiency, particularly through reducing energy

Management Level	Type of Incentive	Related Business Unit	Incentivized KPIs	Description of the KPI
				consumption and implementing energy-efficiency initiatives. For example, the Properties / Engineering & Maintenance Division, which supports the retail business, has climate-related incentives to implement energy-efficient practices across Big C stores. In 2025, the Maintenance Division continued to implement various initiatives to reduce electricity consumption and improve energy efficiency. BJC also expanded solar power installations across its manufacturing facilities, Big C hypermarkets, and Mini Big C branches. Since the initiative began, solar power systems have been installed at a total of 499 sites, with a combined installed capacity of 132 MW. In 2025, electricity generated from renewable energy sources totaled 160,939 MWh, contributing to the Company's transition toward cleaner energy and more efficient resource use. These initiatives support BJC's broader climate strategy by reducing reliance on non-renewable energy and contributing to the Company-wide GHG emissions reduction targets.

More information: <https://sustainability.bjc.co.th/frontend/web/index.php?r=about%2Fdownload&id=117>

Lobbying and Trade Associations - Climate Alignment

- **Governance and Management System of Climate-related Public Policy Engagement**

BJC has established a governance framework to oversee climate-related public policy engagement, lobbying activities, and trade association memberships. Management is responsible for ensuring that these activities are conducted in line with the Company's sustainability strategy, climate commitments, and business objectives. Significant issues are reported to the Sustainable Development Committee, providing executive-level oversight and accountability for climate-related public policy engagement.

To support effective implementation, BJC has established a management system covering both direct lobbying activities and participation in trade associations. The system provides a structured process for managing, reviewing, and monitoring climate-related policy engagement across the Group.

- **Company Position on Climate-related Public Policy**

BJC actively supports the Paris Agreement and is committed to addressing climate change while creating sustainable value for its stakeholders. The Company believes that well-designed climate policies should achieve ambitious greenhouse gas (GHG) emissions reductions in an efficient and economically effective manner. BJC recognizes carbon pricing as one of the most effective market-based mechanisms to accelerate the transition to a low-carbon economy, while also supporting complementary private-sector actions to reduce emissions throughout its value chain.

In line with this position, BJC supports public policies that promote climate change mitigation, renewable energy adoption, resource efficiency, circular economy, and sustainable packaging. The Company's climate policy position is aligned with the objectives of the Paris Agreement and Thailand's Net Zero targets.

To contribute to policy development and multi-stakeholder collaboration, BJC actively participates in national and international initiatives, including the Thailand Carbon Neutral Network (TCNN) and the United Nations Global Compact (UNGC), promoting cooperation among businesses, governments, and civil society to advance climate action.

- **Climate-related Public Policy Engagement**

BJC engages constructively with governments, regulators, industry associations, and other stakeholders to support climate-related public policy development. Examples of climate-related policy engagement include:

- Climate collaboration: Participation in the Thailand Carbon Neutral Network (TCNN) to promote greenhouse gas emissions reduction and support Thailand's transition toward Net Zero.

- Energy policy: Through its membership in the Thai Retailers Association (TRA), BJC advocates policies that improve energy efficiency, facilitate renewable energy adoption, encourage investment in clean energy technologies, and promote measures to manage rising energy costs while supporting long-term decarbonization.
- Circular economy and packaging: Through Thai Beverage Can Limited (TBC), BJC actively engages in the development of Thailand's Draft Extended Producer Responsibility (EPR) Bill for packaging waste by collaborating with the Federation of Thai Industries (FTI) and participating in consultations with the Thailand Institute of Packaging and Recycling Management (TIPMSE). These engagements enable BJC to provide industry input and support the development of practical, effective legislation that advances sustainable packaging and the circular economy.

- **Managing Misalignment**

Where material misalignment is identified between the climate policy positions of a trade association and BJC's own climate position, the Company follows a defined process to address the issue. Depending on the circumstances, actions may include:

- Engaging with the trade association to encourage stronger alignment with climate-related objectives;
- Reviewing the Company's policy position or level of participation; or
- Reassessing continued membership where appropriate.

This approach enables BJC to maintain consistency between its public policy engagement and its climate commitments.

- **Review and Monitoring Process**

BJC regularly reviews and monitors its climate-related public policy engagement to ensure continued alignment with the Company's climate strategy and the Paris Agreement. This review process covers:

- Direct climate-related lobbying activities; and
- Climate policy positions and activities of trade associations in which the Company participates.

Management periodically assesses whether these activities remain consistent with the Company's sustainability commitments and long-term climate objectives.

- **Reporting and Scope**

Relevant departments report climate-related lobbying activities and trade association policy positions to management. Material issues are escalated to the Sustainable Development Committee to support transparency, accountability, and executive oversight.

This governance and management framework applies across all jurisdictions where BJC operates.

STRATEGY

BJC has developed a phased climate strategy to strengthen business resilience and support the transition toward a low-carbon economy. The strategy addresses both physical risks, including increasing flood events and water scarcity, and transition risks arising from evolving climate regulations, carbon pricing mechanisms, changing customer preferences, and market expectations. The strategic roadmap focuses on reducing greenhouse gas emissions across the value chain while enhancing operational resilience and supplier readiness.

STRATEGIC PILLAR	KEY ACTION	EXPECTED OUTCOMES
STRATEGY 1: Build climate foundations <u>Strategic response</u> • Build organizational capability for climate management. • Improve operational resilience. • Initiate low-cost, high-impact decarbonization projects.	• Invest in renewable electricity. • Improve energy efficiency across operations. • Enhance climate-related management systems.	Enhanced climate governance, improved resilience to physical climate risks, and stronger organizational readiness.
STRATEGY 2: Accelerate operational decarbonization <u>Strategic response</u> • Reduce operational emissions. • Modernize manufacturing assets. • Increase energy productivity.	• Retrofit manufacturing equipment with low-carbon technologies. • Electrify suitable production processes. • Deploy innovative decarbonization technologies.	Reduced Scope 1 and 2 emissions, increased renewable energy use, and improved operational efficiency.
STRATEGY 3: Enable supply chain transition <u>Strategic response</u> • Enhance supplier climate resilience. • Reduce supply chain risks. • Improve scope 3 data quality.	• Conduct supplier engagement programs. • Provide climate-related training and technical support. • Integrate climate considerations into supplier evaluation.	Improved supplier climate capability, strengthened supply chain resilience, and reduced upstream climate risks.

STRATEGIC PILLAR	KEY ACTION	EXPECTED OUTCOMES
STRATEGY 4: Achieve value chain decarbonization <u>Strategic response</u> • Achieve long-term value chain decarbonization. • Support net-zero ambition. • Strengthen sustainable procurement practices.	• Increase sustainable sourcing. • Reduce Scope 3 emissions. • Address residual emissions through credible carbon removal or offset solutions where appropriate.	Lower Scope 3 emissions, expanded sustainable products and sourcing, and measurable progress toward the Company's Net Zero ambition.

Highlights of Business Unit Implementation

	Strategic Pillar	Retail Business	Packaging & Consumer Business	Logistics & Warehousing
STRATEGY 1	Build climate foundations	• Established business continuity management (bcm) and business continuity plans (bcp) to prepare for floods and extreme weather. • Conducted climate assessment for the carbon neutral store pilot.	• Implemented drought preparedness plans. • Expanded water recycling initiatives. • Enhanced climate risk monitoring for contract farms.	• Developed emergency preparedness plans for warehouses and distribution centers.
STRATEGY 2	Accelerate operational decarbonization	• Installed rooftop solar systems. • Expanded EV charging infrastructure. • Adopted energy-efficient refrigeration systems. • Upgraded LED lighting and low-GWP refrigerants.	• Planned solar installations across manufacturing sites. • Invested in low-carbon production technologies.	• Introduced electric forklifts. • Conducted feasibility studies for electric trucks. • Applied digital route optimization to reduce fuel consumption.

	Strategic Pillar	Retail Business	Packaging & Consumer Business	Logistics & Warehousing
STRATEGY 3	Enable supply chain transition	- Enhanced supplier ESG capability through supplier engagement and sustainability assessments. - Promoted sustainable sourcing by integrating ESG considerations into procurement and supplier selection processes.	- Supported contract farms in improving water-use efficiency. - Strengthened climate risk monitoring for agricultural suppliers.	- Engaged transportation service providers to improve fuel efficiency and reduce transportation-related GHG emissions. - Collaborated with logistics contractors to explore low-carbon transportation solutions and strengthen climate capability across the logistics value chain
STRATEGY 4	Achieve value chain decarbonization	- Developed the Big C Carbon Neutral Store pilot through emissions assessment and carbon credit retirement. - Residual emissions management.	- Continued R&D for environmentally friendly products and manufacturing technologies. - Residual emissions management.	- Improved logistics efficiency through digital route optimization, contributing to lower value chain emissions - Residual emissions management.

Scenario Analysis of Climate Risks and Opportunities

BJC is committed to achieving Net Zero greenhouse gas (GHG) emissions across its value chain by 2050. To support this ambition, in 2025 the Company continued to assess the potential impacts of climate-related risks and opportunities on its business operations, strategic direction, and financial planning. The assessment was conducted to strengthen the resilience of BJC's business strategy under different climate pathways, including a 2°C or lower scenario.

BJC applies both quantitative and qualitative climate scenario analysis, incorporating climate-related models, assumptions, and references from leading international organizations, including the Intergovernmental Panel on Climate Change (IPCC), the International Energy Agency (IEA), and the Network for Greening the Financial System (NGFS). These references support the Company in assessing potential transition and physical risks, as well as identifying appropriate mitigation and adaptation measures to enhance long-term business resilience.

The scenario analysis covers key climate-related risks and opportunities, with particular focus on future carbon pricing, flood exposure, and the potential financial and operational impacts of climate-related events. The analysis enables BJC to better understand how climate-related factors may affect its strategic direction, cost structure, operations, assets, and investment planning over time.

To support effective prioritization, BJC has defined short, medium, and long-term time horizons for assessing climate-related risks and opportunities. The short-term timeframe, covering up to one year, enables the Company to respond to immediate challenges such as supply chain disruptions and changes in consumer or customer demand for sustainable products. The medium-term timeframe, covering one to five years, supports preparation for emerging regulations, including carbon pricing mechanisms, as well as market trends through strategic investment and planning. The long-term timeframe, covering more than five years, supports the development of BJC's sustainability strategy and major investments required to achieve Net Zero Emissions.

The assessment covers the majority of BJC's assets across its four core business segments, namely retail, consumer, packaging, and healthcare. It includes key operations such as retail stores, distribution centers, factories, and office buildings located in Thailand, including Bangkok, Chiang Mai, Pathum Thani, Chiang Rai, Chachoengsao, Samut Prakan, Ayutthaya, Prachinburi, and Saraburi. Where relevant, the assessment also considers upstream and downstream activities, including clients, business partners, and suppliers.

Through this approach, BJC aims to ensure that climate-related risks and opportunities are systematically integrated into strategic planning, risk management, investment decision-making, and financial planning. This supports the Company's transition toward a low-carbon and climate-resilient business model, while reinforcing its long-term commitment to sustainable value creation.

Table 2 Timeframes for Climate-Related Risks and Opportunities Assessment

Timeframes	Period	Impact of Climate-related Risks and Opportunities on the Organization's Business, Strategy, and Financial Planning
Short-term	No more than 1 year	Enables BJC to respond to immediate challenges, such as supply chain disruptions and consumer/customer demands for sustainable products, ensuring operational continuity and customer satisfaction.
Medium-term	1-5 years	Helps BJC prepare for upcoming regulations such as a carbon tax and market trends by making strategic investments in technology and planning for cost impacts.
Long-term	over 5 years	Facilitates the development of a robust BJC sustainability strategy and major investments to aim at achieving Net Zero emissions.

Table 3 Assessment and Analysis scope.

Businesses	Retail	Consumer	Packaging	Healthcare & Technical
Company name	Big C Super Centre Big C Distribution Centre	Berli Jucker Foods Co., Ltd Rubia Industries Co., Ltd. Berli Jucker Cellox Co., Ltd	Thai Glass Industries PLC Thai Malaya Glass Co., Ltd. (plants 1 &2) Thai Beverage Can Co., Ltd. (plants 1 &2)	Berli Jucker PLC Berli Jucker Logistics Co., Ltd. BJC Move Co., Ltd.
Asset's type	Retail store, Warehouse and Distribution centre	Factory	Factory	Office Building, Warehouse
Number of Assets	10 Assets	5 Assets	5 Assets	7 Asset
Location	Bangkok, Chiang Mai Pathum Thani, Chiang Rai Chachoengsao	Samut Prakan Ayutthaya Prachinburi	Samut Prakan Saraburi	Bangkok Samut Prakan

Site selection rationale: The selected Big C store in Northern Thailand represents a strategically important retail operation located in a region with elevated exposure to flood hazards. The site was selected based on its regional significance, potential exposure to extreme rainfall and flooding, and its representativeness of the Company's retail operations in Northern Thailand. The assessment provides insight into the potential financial and operational impacts of future flooding scenarios, including damage to assets, business interruption, inventory losses, and disruptions to customer access and logistics.

Physical Risks

BJC recognizes that physical climate risks continue to pose increasing threats to its operations, supply chains, infrastructure, and long-term business resilience. In 2025, the Company continued to assess key physical risks arising from climate change, including flooding, water scarcity, rising temperatures, and severe heatwaves. These climate-related physical risks may directly affect BJC's operations, particularly the sourcing of raw materials, especially agricultural inputs, as well as production yields, manufacturing site resilience, logistics continuity, and overall operational efficiency.

To assess these risks, BJC conducted a climate physical risk evaluation covering 27 key assets across four business groups. The assessment analysed the exposure and potential financial impacts of selected physical risks under relevant climate scenarios. This comprehensive assessment enables BJC to identify vulnerable assets, prioritize mitigation and adaptation measures, and strengthen the resilience of its operations against climate-related challenges.

The assessment considers both acute and chronic physical risks. Acute risks include flood and water scarcity, while chronic risks include global temperature rise and severe heatwaves. These risks are assessed across short-, medium-, and long-term time horizons using both qualitative and quantitative methods. The analysis applies climate scenarios such as RCP 2.6, RCP 4.5, and RCP 8.5, together with NGFS Current Policies assumptions where applicable, to support BJC in evaluating potential financial implications and developing appropriate adaptation responses.

Physical Risk Scenario Analysis

Table 4: BJC Physical Risk Scenario Analysis Parameters

Climate Physical Risks	Time Horizon			Scenarios	Method		Financial Assessment
	Short	Medium	Long		Qualitative	Quantitative	
Acute							
Flood		✓	✓	RCP 4.5, 8.5 NGFS: Current Policies	✓	✓	Yes
Water scarcity			✓	RCP 2.6, 8.5	✓	✓	Yes
Chronic							
Global temperature rising and severe heat wave			✓	RCP 2.6, 8.5	✓	✓	Yes

Acute Physical Risk

Flood

Impact Assessment:

Climate change is expected to increase the frequency and severity of riverine and coastal flooding in Thailand, raising the risk of physical damage to infrastructure, business operations, and supply chains. In 2025, BJC continued to assess potential flood exposure and financial impacts across key assets under selected climate scenarios, including RCP 4.5 and RCP 8.5 for 2030 and 2050.

The flood risk assessment considers key factors such as average flood depth, flood exposure, and adaptive capacity across various asset types, including offices, retail stores, distribution centers, and manufacturing facilities. This assessment enables BJC to better understand potential impacts across its value chain and identify appropriate mitigation and adaptation measures to strengthen operational resilience.

BJC assesses flood impacts across three key dimensions of its value chain:

Table 5: Description of impacts on BJC's value chain

Impact to	Describe impacts
Own operation	• Damage to equipment, facilities, and inventory can lead to production process disruption. • Disrupting employee's commute to work during floods.
Upstream	• Affecting raw material costs, particularly those of farmers, through the quality and yield of crops. • Flooding impacts operational costs by increasing transportation cost. For example, longer transport routes may be necessary, or businesses might have to choose transportation options that emit more GHG to procure necessary goods and services.
Downstream	• Floods can disrupt the distribution of consumer goods, leading to stock shortages in retail outlets. • Disrupt customer's travel to the store.

Flooding Scenario Analysis Risk Level and Financial Impact Results

Table 6: Flooding Impact Assessment

BU	Assets	Flood Dept 2030 (Meter)		Flood Dept 2050 (Meter)		Certain Threshold (Meter)	Flood Exposure	Financial Impacts (MTHB)
		RCP 4.5	RCP 8.5	RCP 4.5	RCP 8.5			
Retail	Supermarket							
	BIG C Super center Ratchadamri*	-	-	-	-	1.00*	NO	-
	BIG C Super center Chiangrai 2*	-	-	0.01	0.04	1.00*	NO	-
	BIG C Super center Chiangrai*	-	-	-	-	1.00*	NO	-
	BIG C Super center Hangdong 1&2*	-	-	-	-	1.00*	NO	-
	BIG C Super center Chiangmai 1&2*	-	-	-	-	1.00*	NO	-
	BMK Pantip Chiangmai	-	-	-	-	1.00*	NO	-
	Distribution Center							
	Thanyaburi DC	-	-	-	-	1.30	NO	-
	Chachoengsao DC	0.04	0.07	0.08	0.09	1.30	NO	-
Consumer	BJF - Snack (Bangplee)	0.26	0.32	0.34	0.43	0.50	No, but keep monitoring	-
	BJF - Dairy (Ayutthaya)	0.48	0.54	0.58	0.63	0.50	Yes	15.79 – 25.26
	BJC Cellox (Prachinburi)	-	-	-	-	0.30	NO	-
	BJC Cellox (Bangplee)	0.39	0.52	0.56	0.74	0.70	No, but keep monitoring	-
	Rubia Industry Co., Ltd.	0.26	0.32	0.34	0.43	0.26	Yes	31.58
Packaging	Thai Glass Industries PCL	-	-	-	-	2.00	NO	-
	Thai Malaya Glass Co., Ltd. 1	-	-	-	-	0.90	NO	-
	Thai Malaya Glass Co., Ltd. 2	-	-	-	-	1.70	NO	-
	Thai Beverage Can Co., Ltd. 1	-	-	-	-	7.00	NO	-

BU	Assets	Flood Dept 2030 (Meter)		Flood Dept 2050 (Meter)		Certain Threshold (Meter)	Flood Exposure	Financial Impacts (MTHB)
		RCP 4.5	RCP 8.5	RCP 4.5	RCP 8.5			
Healthcare & Technical	Thai Beverage Can Co., Ltd. 2	0.04	0.08	0.06	0.08	7.00	NO	-
	Ging kaew DC	0.14	0.22	0.23	0.33	1.50	NO	-
	Ladkrabang DC	0.08	0.13	0.14	0.22	1.58	NO	-
	Bang Pakong DC	0.02	0.05	0.06	0.06	1.35	NO	-
	BDC1	0.39	0.52	0.56	0.74	1.60	NO	-
	BDC4	0.39	0.52	0.56	0.74	1.55	NO	-
	HBL	0.39	0.52	0.56	0.74	1.60	NO	-
	Office Building in BKK *BJC House and Big C House	-	-	-	-	1.00*	NO	-
							Total	47.37-56.84

Remark: * assumed certain threshold is 1 meter

- BDC1 refers Bangna -Trad Road Branch Km.19 Warehouse and distribution center
- BDC4 refers Suvarnabhumi Warehouse and distribution center
- HBL refers Warehouse and Distribution Center for Medicines and Medical Equipment
- BJC refers Berli Jucker Foods Ltd.

In 2025, BJC continued to leverage the latest NGFS Climate Scenarios (Phase V) to reassess its flood risk exposure and enhance the evaluation of potential financial impacts. The assessment incorporates an advanced damage function that accounts for key climate drivers, including temperature variability, precipitation extremes, and lagged economic effects. The model highlights region-specific vulnerabilities, with certain areas facing significantly higher flood risks. This reassessment strengthens BJC's understanding of climate-related risks and supports the development of mitigation and adaptation measures, while also helping the Company identify potential climate-related opportunities.

Table 7: Air Temperature in Each Scenario

Scenarios	Y2030	Y2050
NGFS Current Policies (Median, °C)	1.0	1.4
NGFS Current Policies (Upper, °C)	1.6	2.3
RCP4.5 (Median, °C)	0.9	1.3
RCP4.5 (Upper, °C)	1.5	2.1
RCP8.5 (Median, °C)	1.0	1.6
RCP8.5 (Upper, °C)	1.6	2.7

Based on prior assessments conducted under the RCP4.5 and RCP8.5 scenarios, BJC estimated that the potential financial impacts from riverine and coastal flooding during 2030–2050 would range between THB 47.37 million and THB 56.84 million. When applying linear scaling based on temperature changes and comparing the results with previous RCP-based analyses, the estimated financial losses were found to be broadly aligned with the projections under the NGFS Current Policies scenario.

Physical Climate Risk Adaptation: Flood Adaptation Measures

BJC conducts climate risk assessments under different climate scenarios to identify and prioritize material physical climate risks and develop context-specific adaptation measures based on the location, characteristics, and exposure of its operations. The assessment under the RCP 4.5 and RCP 8.5 scenarios identified two manufacturing sites exposed to flood risk, with the estimated financial impact, primarily associated with potential asset damage, reaching approximately THB 57 million at the highest level.

To strengthen resilience against flood-related risks, BJC has implemented a combination of physical and non-physical adaptation measures tailored to the characteristics and exposure of the affected sites. Physical measures include deployable flood barriers, shields and watertight doors, enhanced drainage systems, permeable surfaces, sandbags, prefabricated concrete barriers, and water pumps for emergency water diversion and removal. Where applicable, flood resilience considerations are also incorporated into facility design, including elevated foundations, raised platforms, and flood-resistant materials.

Non-physical measures include regular maintenance and inspection of drainage systems, annual inspections of nearby waterways, and monitoring of weather forecasts and water levels in public canals near exposed sites. Potential water entry points are also inspected to support early intervention and minimize potential damage and operational disruption. Emergency communication equipment and updated contact information for key personnel and relevant authorities are maintained to facilitate timely response and coordination.

In 2025, BJC continued to strengthen these flood prevention and adaptation measures, with an estimated investment of approximately THB 50 million covering measures such as sandbag deployment, water pump installation, concrete barriers, and other supporting actions. This investment supports the resilience of BJC's operations in flood-prone areas by reducing potential asset damage, protecting employee safety, and maintaining operational continuity during extreme weather events.

Key flood prevention and adaptation measures include:

Site Selection: Prioritize locations with low flood risk by avoiding floodplains, areas adjacent to rivers, and regions with inadequate drainage systems.

Building Design: Utilize elevated foundations, stilts, raised platforms, and flood-resistant materials, particularly for lower building levels.

Flood Protection Systems: Install flood barriers, shields, and watertight doors that are easily deployable and maintainable to protect critical infrastructure.

Drainage Solutions: Design efficient drainage systems surrounding buildings and incorporate permeable surfaces in landscaping to reduce surface runoff.

Maintenance and Inspection: Conduct regular maintenance of facility drainage systems and annual inspections of nearby external waterways that may pose flood risks.

Preventive Measures: Procure and maintain sandbags, prefabricated concrete barriers, and water pumps for emergency water diversion and removal.

Monitoring and Communication: Continuously monitor weather forecasts from reliable sources, observe water levels in public canals near the Rojana Industrial Park, and inspect potential water entry and exit points.

Emergency Preparedness: Ensure the availability of communication devices and maintain an updated list of emergency contact information for key personnel and relevant authorities.

Water Scarcity

Impact Assessment

Climate change is projected to intensify water scarcity across broader geographic regions, posing significant challenges to agriculture, manufacturing, and service sectors that rely on consistent water availability. As water scarcity escalates, businesses may face increasing difficulties in maintaining operational stability, managing production continuity, and ensuring supply chain reliability.

Overview of Business Impacts

Water scarcity poses a significant risk to BJC's operations, with potential impacts on production processes, operating costs, and service delivery. Localized water shortages may require the Company to source alternative water supplies or raw materials at higher costs, while widespread shortages could lead to operational disruptions and affect customer commitments.

Overview of Financial Impacts

Potential financial impacts from water scarcity include:

- **Increased Operational Costs:** Expenses may increase due to the need to source alternative water supplies, invest in water storage solutions, improve water management systems, or purchase water from external suppliers.
- **Supply Chain Adjustments:** Changes in raw material sourcing in response to drought conditions in supplier regions may result in higher procurement and transportation costs.
- **Revenue Decline:** Production or service interruptions caused by water scarcity may lead to decreased income and potential loss of market share.

Table 8: Water scarcity impact assessment

Physical Risk	Scenario		Operation	Business Impact	Financial impacts
Water Scarcity	Best-Case	RCP 2.6	Own	Water scarcity may affect BJC's operations in drought-prone areas, potentially disrupting business activities. To maintain operational continuity, the Company may need to implement appropriate water management measures.	Financial impacts may include a 10%–20% increase in costs and expenses due to higher raw material costs or the need to identify alternative water sources in some areas.
			Upstream	Upstream impacts may include shortages of raw materials and certain products.	

Physical Risk	Scenario		Operation	Business Impact	Financial impacts
			Downstream	-	
	Worst-Case	RCP 8.5	Own	Operations at multiple sites may face an increased risk of water shortages. In such cases, BJC may need to secure alternative water sources and implement effective water management measures to maintain operational continuity.	Financial impacts may include cost increases of more than 20% resulting from raw material and goods shortages, as well as limited availability and rising prices of alternative water sources.
			Upstream	Upstream activities may also be affected by shortages of raw materials and products required for production and sales	
			Downstream	-	

Physical Climate Risk Adaptation: Water scarcity adaptation measures

To mitigate these impacts, BJC has identified key adaptation measures, including:

- Adopting advanced technologies and operational practices to minimize water consumption across operations.
- Maintaining consistent water availability during periods of scarcity, including the identification and utilization of alternative water sources.
- Exploring wastewater recycling and reuse opportunities to improve water efficiency and strengthen operational resilience.

Chronic Physical Risk

Global Mean Temperature Rising and Severe Heatwaves

Impact Assessment:

Rising global mean temperatures and more frequent severe heatwaves, particularly in tropical regions such as Thailand, pose increasing risks to BJC's operations, employees, supply chains, and infrastructure. These impacts may include risks to employee health and safety, reduced resource availability, higher operating costs, and increased climate-related disruptions.

Overview of Business Impacts

- **Product Integrity:** Elevated temperatures may affect the quality of fresh food, pharmaceuticals, and temperature-sensitive products, potentially reducing shelf life and increasing spoilage risks.
- **Cooling Costs:** Higher temperatures may increase demand for refrigeration and cooling systems, resulting in higher energy consumption and operating expenses.
- **Infrastructure Strain:** Heat stress may affect roads, transport systems, and distribution infrastructure, leading to delays, higher maintenance costs, and operational disruptions.
- **Consumer Behaviour:** Changes in temperature patterns may shift consumer demand toward cooling-related products and away from certain seasonal goods.
- **Construction Delays:** Extreme heat may limit working hours, delay construction or maintenance activities, and increase project costs.
- **Flood Mitigation:** Rising sea levels and climate-related extreme weather may require continued investment in protective infrastructure and flood prevention measures.

Overview of Financial Impacts

- **Storage and Logistics Costs:** Additional investment may be required to upgrade storage systems, improve temperature control, prevent spoilage of perishable goods, and reduce inventory losses.
- **Cooling and Energy Expenses:** Maintaining optimal temperatures across stores, warehouses, and production facilities may increase electricity consumption and operating costs.

- **Revenue Risks from Demand Shifts:** Failure to adapt product offerings to changing consumer preferences may affect revenue, while timely adjustments may help improve business performance.
- **Flood Prevention Costs:** Rising sea levels and associated climate risks may increase spending on flood protection, facility maintenance, and resilience measures.

Table 9: Global Mean Temperature Rising and Severe Heatwaves Impact Assessment

Physical Risk	Scenario		Operation	Business Impact	Financial impacts
Global Mean Temperature Rising and Severe Heatwaves	Best-Case	RCP 2.6	Own	- Under a scenario where global temperature rise remains up to 2°C, BJC continues to optimize cooling and air-conditioning systems to maintain product quality and operational efficiency. More stringent management of productivity and fresh product handling is required, which may lead to increased energy consumption and associated costs. - Employee health and safety, particularly for employees working in high-temperature factory environments, continue to be monitored.	The cost may increase by approximately 10%–20% .
			Upstream	Perishable goods remain susceptible to spoilage during transportation. However, this risk can be effectively managed through enhanced cold chain logistics and real-time temperature monitoring.	
			Downstream	A significant portion of customers may continue to prefer e-commerce deliveries, which could lead to reduced foot traffic at physical stores.	-

Physical Risk	Scenario	Operation	Business Impact	Financial impacts
	Worst-Case RCP 8.5	Own	- A global temperature increases exceeding 2°C may heighten operational risks, potentially leading to inventory shortages in stores. BJC must continue to strengthen the monitoring and maintenance of cooling and air-conditioning systems to ensure product integrity and operational continuity. - Branches located near coastal areas may become increasingly vulnerable to flooding and infrastructure damage due to rising sea levels, requiring comprehensive flood prevention and mitigation strategies. - Prolonged high temperatures may reduce solar panel efficiency. For every degree Celsius above the optimal operating temperature, solar panel efficiency may decrease by approximately 0.3%–0.5%, potentially affecting energy production and increasing operating costs. - Rising temperatures may pose significant health and safety risks to employees, including heat stress and other heat-related illnesses. BJC must implement comprehensive health and safety measures, such as heat stress training, access to hydration, and adjustment of work schedules to cooler periods.	The cost may increase by approximately 20%–50% . Revenue may decline by more than 30% due to reduced customer demand and lower foot traffic.
		Upstream	A global temperature increases exceeding 2°C may increase the risk of product spoilage during transportation, particularly for temperature-sensitive and perishable goods.	
		Downstream	Extreme heat conditions may influence customer behaviour and mobility. In some cases, customers may relocate from affected areas, leading to reduced foot traffic and sales in certain store locations. BJC should consider adapting its retail strategies to address shifting customer demographics and preferences.	

Physical Climate Risk Adaptation: Global Mean Temperature Rising and Severe Heatwaves Adaptation Measures

BJC's climate adaptation plan for existing operations addresses key physical climate risks, including floods, water scarcity, rising temperatures, and severe heatwaves. Relevant adaptation measures, including infrastructure upgrades, process adjustments, and risk mitigation strategies, are planned to be fully implemented within less than five years.

Table 10: Global Mean Temperature Rising and Severe Heatwaves Adaptation Measures

Physical Risk	Scenario		Operation	Adaptation Measures
Global Mean Temperature Rising and Severe Heatwaves	Best-Case	RCP 2.6	Own	- Evaluate whether extreme heat conditions have been incorporated into the design specifications of high-risk sites to ensure infrastructure resilience. - Identify sites with significant outdoor operations that may be vulnerable to downtime during extreme heat events, and develop appropriate business contingency plans, such as adjusting work schedules or implementing temporary work stoppages to maintain operational continuity.
			Upstream	
			Downstream	Provide comprehensive employee training on recognizing symptoms of heat-related illnesses and administering appropriate first aid. This proactive approach enhances workplace safety and reduces the risk of heat-induced health incidents.
	Worst-Case	RCP 8.5	Own	- Strengthen preventive maintenance and monitoring of cooling and air-conditioning systems to maintain product quality and operational continuity. - Implement flood prevention and mitigation measures for branches located in coastal or flood-prone areas. - Monitor solar panel performance and consider appropriate maintenance or technical improvements to reduce efficiency losses during prolonged high-temperature periods.
			Upstream	

Physical Risk	Scenario	Operation	Adaptation Measures
		Downstream	• Provide comprehensive employee training on recognizing symptoms of heat-related illnesses and administering appropriate first aid. This proactive approach enhances workplace safety and reduces the risk of heat-induced health incidents. • Ensure access to hydration, adjust work schedules to cooler periods, and enhance health and safety measures for high-risk work areas. • Strengthen cold chain logistics and transportation planning to reduce spoilage risks for perishable goods. • Adapt retail strategies to respond to changing customer behavior, including shifts in store traffic, delivery preferences, and customer location patterns.

The assessment under the RCP 2.6 and RCP 8.5 scenarios identified Severe Heat Waves as a relatively high physical climate risk. This risk is particularly relevant to the company's glass bottle manufacturing operations, where production processes and working areas already involve high temperatures. Increased ambient temperatures and more severe heat waves could further increase heat exposure and adversely affect worker health and well-being. To address this operation-specific risk, the company has implemented evaporative cooling systems to improve thermal conditions in operational areas and reduced workers' exposure to heat-intensive tasks by deploying automated swabbing robots (Swabbing Robots) to perform swabbing and related tasks in high-temperature production areas, thereby reducing the need for workers to perform these tasks directly in heat-exposed environments. These measures are complemented by appropriate PPE, suitable work-rest schedules, employee health monitoring, and continuous workplace temperature monitoring.

The effectiveness of these adaptation measures is monitored through ongoing site-level monitoring, inspections and maintenance, with relevant functions responsible for implementing and maintaining the measures. The company reviews climate-related risks and the effectiveness of existing controls as conditions and risk exposure evolve, and adapts measures where necessary. This approach enables the company to continuously strengthen resilience and reduce material physical climate risks to critical assets, operations and worker health and well-being.

Transition Risks

In 2025, BJC continued to systematically assess transition risks and opportunities arising from policy and legal developments, technological advancements, market dynamics, and reputational factors. The assessment considers selected assets, activities, and time horizons to ensure that BJC remains aligned with evolving external conditions and the transition toward a low-carbon economy.

This approach covers BJC's own operations, upstream activities, and downstream activities, enabling the Company to proactively manage climate-related transition risks, identify potential business opportunities, and strengthen long-term resilience in response to emerging regulations, stakeholder expectations, and market shifts.

Transition Risk Scenario Analysis

To assess the resilience of its business strategy under different climate futures, BJC conducts climate scenario analysis using internationally recognized scenarios developed by the **International Energy Agency (IEA)** and the **Network for Greening the Financial System (NGFS)**. The IEA scenarios provide insights into global energy transition pathways under varying levels of climate ambition, while the NGFS scenarios assess the potential economic and financial impacts associated with different transition pathways, including climate policies and carbon pricing. Together, these scenarios provide a robust basis for evaluating climate-related risks and opportunities, supporting BJC's strategic planning, risk.

Table 11: BJC's Transition Climate-Related Scenarios and Key Assumptions Used for Climate Scenario Analysis

Scenario Provider	Climate Scenario Applied by BJC	Indicators	Timeframe	Description	Global Warming Pathway
IEA	Stated Policies Scenario (STEPS)		2025-2050	The Stated Policies Scenario (STEPS) reflects the evolution of the global energy system based on existing and announced energy and climate policies, representing the current policy trajectory.	Above 2.0 °C
	Announced Pledges Scenario (APS)		2025-2050	The Announced Pledges Scenario (APS), assesses the impact of announced national climate commitments, including 2030 targets and long-term net-zero pledges.	2.0 °C

Scenario Provider	Climate Scenario Applied by BJC	Indicators	Timeframe	Description	Global Warming Pathway
	Net Zero Emissions by 2050 Scenario (NZE)		2025-2050	The Net Zero Emissions by 2050 Scenario (NZE) outlines a pathway for the global energy sector to achieve net-zero CO₂ emissions by 2050 through clean energy technologies, energy efficiency, and behavioral changes, consistent with limiting global warming to 1.5°C.	1.5°C
	National Determined Contribution (NDCs)		2025-2050	- Climate policies are introduced in 2025 - Carbon pricing will be implemented in 2025 at USD 4/tCO₂. It will reach USD 74/tCO₂ in 2050.	2.0 °C
NGFS	Delayed Transition	BAU Emissions EBITDA Growth Carbon Price	2025-2050	- New climate policies are not introduced until 2030 - Requires accelerated and disruptive policies - Transition risks are considered very high - Carbon pricing will commence in 2035 at USD 75/tCO₂. It will continually increase to reach USD 325/tCO₂.	Below 2.0 °C
	Net Zero 2050		2025-2050	- Ambitious climate policies introduced immediately, resulting in steady increases in carbon prices from 2025-2050 - Carbon pricing will commence in 2025 at USD 19/tCO₂. It will continually increase to reach USD 938/tCO₂.	1.5 °C

Business-as-Usual (BAU): Assumes no implementation of decarbonization measures or adaptation plans.

IEA STEPS → IEA Stated Policies Scenario

IEA APS → IEA Announced Pledges Scenario

IEA NZE → IEA Net Zero Emissions by 2050 Scenario

NGFS NDCs / Delayed Transition / Net Zero 2050 → NGFS (2 degrees or below scenarios)

Table 12: BJC's Transition Risk Scenario Analysis Parameters

Climate Transition Risks	Time Horizon			Scenarios	Method		Financial Assessment
	Short	Medium	Long		Qualitative	Quantitative	
Policy & legal Risk							
Legal Risk							
Energy Conservation Promotion Act, B.E. 2535 (1992) and Amendments	X	✓	✓	• STEPS • APS • NZE	✓	X	X
Enhancement and Conservation of National Environmental Quality Act, B.E. 2535 (1992)	X	✓	✓		✓	X	X
Factory Act, B.E. 2535	X	✓	✓		✓	X	X
Hazardous Substances Act, B.E. 2535	X	✓	✓		✓	X	X
Labor Protection Act and Occupational Health & Safety (OHS) Regulations	X	✓	✓		✓	X	X
Current & Emerging Regulation							
Carbon Pricing Mechanism: ETS & Carbon Tax	X	✓	✓	• NDC • Delayed Transition • Net Zero 2050	✓	✓	✓
More detailed and comprehensive disclosures are required according to reporting standards.	X	✓	✓	• STEPS • APS • NZE	✓	X	X
Emerging from the Sustainable Packaging Management Act, to be enforced in 2027	X	✓	✓		✓	✓	✓
Technology Risk							
Change of Technology	X	✓	✓	• STEPS • APS • NZE	✓	✓	✓
Market Risk							

Climate Transition Risks	Time Horizon			Scenarios	Method		Financial Assessment
	Short	Medium	Long		Qualitative	Quantitative	
Lack of action to serve the shift in demand/ interest to a low-carbon product	X	✓	✓	• STEPS • APS • NZE	✓	✓	✓
Reputation Risk							
Inaction leads to loss of public trust.	✓	✓	✓	• STEPS • APS • NZE	✓	O	X

Legal Risk

In 2025, BJC continued to assess legal transition risks arising from the enforcement and tightening of environmental, energy, occupational health and safety, and climate-related regulations in Thailand. Given BJC's extensive operations across manufacturing, logistics, and retail, the Company may be exposed to legal and compliance risks under different transition scenarios. While the level and pace of policy enforcement may vary across scenarios, baseline legal exposure remains relevant across all cases.

Table 13: Business Impact and Scenario Analysis

Law	Key Risks	Business Impact and Scenario Analysis		
		STEPS	APS	NZE
Energy Conservation Promotion Act, B.E. 2535 (1992) and Amendments	Manufacturing plants and logistics facilities are required to implement energy-saving measures, such as upgrading electrical systems, HVAC	Basic compliance obligations, including reporting and internal monitoring, with limited cost implications.	Potential requirement for ISO 50001 certification, third-party energy audits, and penalties for underperformance.	Significant capital expenditure (CAPEX) for major retrofits to achieve advanced energy efficiency standards, such as cold

Law	Key Risks	Business Impact and Scenario Analysis		
		STEPS	APS	NZE
	systems, and submitting annual energy consumption reports.			storage upgrades and smart automation systems.
Enhancement and Conservation of National Environmental Quality Act, B.E. 2535 (1992)	Projects above specified thresholds must undergo Environmental Impact Assessments (EIA), while facilities must comply with air and water pollution control standards.	Minor risk where operations remain compliant with existing emission standards.	Increased regulatory scrutiny on pollutant thresholds, such as PM, NOx, COD, and BOD, particularly for facilities located in industrial or urban areas.	Legal risks from litigation or project delays due to stricter EIA processes or enforcement of “zero discharge” principles.
Factory Act, B.E. 2535	Regulates occupational safety, emissions, and environmental controls at manufacturing sites. Climate resilience measures may be increasingly required.	Ongoing inspection risks with penalties for non-compliance.	More frequent audits and enhanced focus on workplace safety under changing climate conditions, such as heat and flooding.	Mandatory investment in climate adaptation infrastructure, such as improved drainage, heat shielding, and flood barriers.
Hazardous Substances Act, B.E. 2535	Governs the use, storage, and phase-out of hazardous substances, including refrigerants and certain packaging chemicals.	Compliance with inventory management, labelling, and reporting of hazardous substances.	Enforcement of phase-out requirements for high-GWP substances, such as HFCs, and restrictions on certain chemical inputs.	Asset redesign may be required, particularly for cold-chain systems using natural refrigerants, such as CO ₂ or ammonia, involving high upfront CAPEX and safety training.
Labour Protection Act and Occupational Health and Safety (OHS) Regulations	Requires employers to protect workers from occupational hazards, including extreme heat, air pollution, and unsafe working	Standard OHS requirements, such as PPE, health checks, and shift regulations.	Implementation of climate-related worker protection measures, such as heat relief zones and ventilation improvements.	Heightened legal liability and productivity risks due to climate-related illnesses or fatalities, potential lawsuits, and operational disruptions.

Law	Key Risks	Business Impact and Scenario Analysis		
		STEPS	APS	NZE
	conditions exacerbated by climate change.			

Current Regulation

Thailand has strengthened its national climate ambition under its updated Nationally Determined Contribution (NDC 3.0), which sets a target to reduce net greenhouse gas (GHG) emissions by 47% by 2035 compared with 2019 levels, and to achieve Net Zero GHG Emissions by 2050. This marks an important shift from the previous long-term pathway and signals stronger national direction toward a low-carbon economy.

In alignment with this direction, Thailand has continued to develop climate-related regulatory frameworks and market-based mechanisms, including carbon pricing instruments, greenhouse gas reporting systems, and supporting measures to accelerate emissions reduction across key economic sectors. These developments indicate a clear direction for future compliance requirements and are expected to influence business operations, investment planning, supply chain management, and climate-related disclosure practices.

BJC complies with existing national climate-related and environmental regulations, including requirements related to energy conservation, environmental management, pollution control, occupational health and safety, and relevant reporting obligations. These requirements are integrated into BJC's environmental management systems to ensure legal compliance, enhance energy performance, improve emissions data management, and support alignment with Thailand's climate goals.

BJC continues to align its strategy with Thailand's updated climate commitments and strengthens its readiness for future regulations by improving energy efficiency, greenhouse gas data management, emissions reporting, and climate-related risk management across its operations and value chain.

Emerging Regulation

BJC closely monitors climate-related policy developments in Thailand, particularly the proposed Climate Change Act, which is expected to establish key regulatory mechanisms such as mandatory greenhouse gas reporting, carbon pricing, a national Emissions Trading System (ETS), and other market-based mechanisms. These emerging frameworks are expected to play an important role in supporting Thailand's transition toward Net Zero GHG Emissions by 2050.

The development of these regulatory mechanisms may affect BJC's operations through potential increases in production costs, changes in investment priorities, greater requirements for emissions data disclosure, and the need for closer engagement with suppliers and business partners to ensure compliance across the value chain.

In response, BJC is proactively evaluating potential financial and operational impacts and integrating these considerations into its risk management, strategic planning, and long-term business strategy to maintain competitiveness, strengthen regulatory readiness, and support the transition toward a low-carbon economy.

Carbon Pricing Mechanism: Emissions Trading System (ETS) and Carbon Tax

Thailand's emerging carbon pricing mechanisms, including carbon tax and the potential development of a national Emissions Trading System (ETS), are expected to have financial and operational implications for businesses, including BJC. The anticipated expansion of climate-related regulations may lead to higher operational costs and require adjustments in production processes, energy management, investment planning, and supply chain management.

To assess potential impacts, BJC conducts transition risk scenario analysis using the Network for Greening the Financial System (NGFS) framework, which defines carbon pricing as the marginal abatement cost of reducing an additional ton of GHG emissions under government policy. The Company bases its analysis on three NGFS climate scenarios: Nationally Determined Contributions (NDCs), Delayed Transition, and Net Zero 2050. These scenarios are used to assess potential financial impacts and support BJC's strategic planning toward a low-carbon transition.

Table 14: Financial Impact and Scenario Analysis

Case	Business-as-Usual (BAU)			SBTi Aligned Target		
	NDCs	Delayed transition	Net Zero	NDCs	Delayed transition	Net Zero
2025						
Carbon Cost	172	-	926	150	-	809
%Decrease of EBITDA	1%	-	4%	0.02%	-	0.08%
2030						
Carbon Cost	308	-	8,702	114	-	3,212

Case	Business-as-Usual (BAU)			SBTi Aligned Target		
	NDCs	Delayed transition	Net Zero	NDCs	Delayed transition	Net Zero
%Decrease of EBITDA	1%	-	29%	0.01%	-	0.32%
2050						
Carbon Cost	11,979	52,558	> 52,558	-	-	-
%Decrease of EBITDA	15%	67%	>100%	-	-	-

Emerging from Sustainable Packaging Management Act, Expected to be Enforced in 2027

Thailand's Draft Sustainable Packaging Management Act, aligned with the Extended Producer Responsibility (EPR) framework and expected to be enforced in 2027, may present significant transition-related challenges and opportunities for BJC's core businesses, particularly packaging, consumer goods, and retail.

The draft regulation is expected to strengthen requirements for sustainable packaging management, producer responsibility, waste reduction, recycling, and circular economy practices. As a result, BJC may face higher production and compliance costs from material substitution, packaging redesign, technological investment, supply chain adjustments, and enhanced waste management obligations. Non-compliance could also result in financial penalties, reputational damage, reduced consumer confidence, and potential loss of commercial opportunities. At the same time, early adaptation may support BJC in strengthening its sustainability positioning, improving resource efficiency, accessing green financing opportunities, and enhancing long-term competitiveness.

Table 15: Business and Financial Impact and Scenario Analysis. The table below estimates cost increases and EBITDA impacts under each scenario:

Scenario	Business Impact	Financial Impact			
		Cost Increase (MB)	Revised EBITDA (MB)	EBITDA Margin (%)	EBITDA Change (%)
STEPS	Moderate compliance burden. BJC may incur costs mainly from material substitution and incremental waste management improvements. Estimated cost increase: 3%–5% of packaging-related revenues. The impact remains manageable; however, a slow response may gradually erode competitiveness.	2,582.66	10,247.34	6.15%	-19.38%

Scenario	Business Impact	Financial Impact			
		Cost Increase (MB)	Revised EBITDA (MB)	EBITDA Margin (%)	EBITDA Change (%)
APS	Stricter packaging regulations and digital traceability requirements are expected. Higher investments may be required in packaging design, technology, and supply chain integration. Estimated cost increase: 7%–10% . Margins may tighten; however, strategic alignment may unlock opportunities in green financing and strengthen ESG positioning.	5,165.33	7,664.68	4.60%	-39.51%
NZE	Full transition to circular packaging and advanced EPR compliance is required. Estimated cost increase: 12%–15%. Non-compliance may lead to penalties or market share loss. However, early adoption may position BJC as a sustainability leader with long-term competitive advantages.	7,747.99	5,082.01	3.05%	-59.64%

More Detailed and Comprehensive Disclosures Are Required According to Reporting Standards

Scenario	Business Impact	Financial Impact
STEPS	Reflects the continuation of current policies and measures. Under this scenario, BJC is not expected to incur additional costs beyond existing operations.	-
APS	Assumes that climate commitments made by governments and industries are fully and timely implemented. BJC may incur additional costs to design and improve systems for monitoring and tracking GHG emissions data, as well as preparing and verifying reports that go beyond current operational requirements.	-
NZE	Due to more detailed and comprehensive disclosure requirements, BJC may incur additional costs for capacity building, hiring consultants, developing data monitoring systems, measuring GHG emissions in greater detail, and preparing or verifying additional climate-related reports beyond current operations.	-

Technology Risk

Change of Technology

Scenario	Business Impact	Financial Impact
STEPS	Technology change is expected to be limited, with government support available. BJC may consider investments in business units requiring relatively small budgets, with only minor adjustments to existing processes needed to accommodate technological changes.	In the short term, required investment is expected to be no more than THB 10 million per year. In the long term, operating expenses may decrease by approximately 10%.
APS	Major technological shifts may be required to achieve planned GHG emissions reduction targets. This may result in higher investment budgets and additional operating expenses. Significant changes to existing business processes may also be required to support the transition.	In the short term, required investment is expected to exceed THB 10 million but remain below THB 100 million per year. In the long term, operating expenses may decrease by approximately 10%–30%.
NZE	New technologies will be essential to achieve planned GHG emissions reduction targets. The required investment may be substantial, as the transition involves extensive changes and improvements to core business processes.	In the short term, required investment may exceed THB 100 million per year. In the long term, operating expenses may decrease by more than 30%.

Market Risk

Lack of action to serve the shift in demand/ interest to a low-carbon product

Scenario	Business Impact	Financial Impact
STEPS	Moderate shifts in consumer behavior may occur. BJC is expected to have sufficient time to adapt; however, this level of change may affect long-term competitiveness if not addressed proactively.	Revenue and market share may be reduced by approximately 5%–10%.

Scenario	Business Impact	Financial Impact
APS	A rapid and noticeable shift in consumer behavior may occur. The adaptation window may be limited, and required resources may be significant. BJC should establish a clear strategy and initiate investment within the next 12 months to respond effectively.	Revenue and market share may be reduced by approximately 10%–30%.
NZE	A rapid and clear shift in consumer behavior may create significant business impacts. To maintain market share, capture new opportunities, and protect corporate reputation, BJC should implement a clear, comprehensive, and timely strategy and adaptation plan. The required investment may be substantial, and certain operations may need to undergo a broader transformation.	Revenue and market share may be reduced by more than 30%.

Reputation Risk

Inaction leads to loss of public trust.

Scenario	Business Impact	Financial Impact
STEPS	take immediate climate action, the short-term impact may remain limited, as current stakeholder expectations for comprehensive climate initiatives are relatively low under this scenario.	-
APS	If BJC fails to take climate action, it may face a growing risk of reduced customer satisfaction and potential sales decline, as environmentally conscious consumers shift toward more sustainable competitors. Investors may also hesitate or divest due to concerns over reputational risks and potential impacts on financial performance.	-
NZE	BJC may struggle to meet evolving market expectations and comply with emerging climate-related regulations, potentially undermining its long-term business model.	Sustained loss of public trust could lead to long-term financial instability and may jeopardize the Company's business viability.

Scenario	Business Impact	Financial Impact
	Customers, employees, investors, and business partners may lose confidence in the Company, making recovery of reputation and stakeholder support increasingly difficult.	

Summarize Climate Related Risks

To assess the level of risks related to climate change, BJC applies the principles of Enterprise Risk Assessment. The criteria for evaluating impact and likelihood levels are as follows:

Table 16: Criteria for evaluating impact and likelihood levels

Level	Rating	Likelihood (%)		Financial impact (MTHB)		Non-Financial Impact
		From	To	From	To	
1	Low	1%	25%	0	25	- No impact (Cost/ expenditure) on business. - Have impacts on the production/ delivery of the products or main services, resulting in less than 5% decrease in product/ service.
2	Medium	26%	50%	26	51	- Result in expenditure but does not cause disruption to the business or operation. - Have impacts on the production/ delivery of the products or main services resulting in 5 - 10% decrease in product/ service.
3	High	51%	75%	52	76	- Result in high expenditure and negative impact on business. - Have impacts on the production/ delivery of the products or main services resulting in 10 - 20% decrease in product/ service.
4	Very High	76%	100%	77	∞	- Result in very high expenditure and extremely negative impact on business - Have impacts on the production/ delivery of the products or main services, resulting in over 20% decrease in product/ service

To categorize overall risk and likelihood, BJC uses a risk matrix with four levels: Low, Medium, High, and Very High risk.

Table 17: BJC's Risk Matrix

Impact Likelihood	Low	Medium	High	Very High
	Low	Medium	High	Very High
Very High	Medium	High	Very High	Very High
High	Medium	Medium	High	Very High
Medium	Low	Medium	Medium	High
Low	Low	Low	Medium	Medium

Table 18: Summarize risks related to climate change for long term (by 2030) as the table below;

Risk Level ■ **Low** ■ **Medium** ■ **High** ■ **Very High**

Risk		Potential risks	Long-term (by2030)		
			Likelihood	Max Impact	Risk level
Physical Risk	Acute	• Flood	H	H	H
		• Water scarcity	H	VH	VH
	Chronic	• Global temperature rising and severe heat wave	H	VH	VH
Transition Risk	Legal	• Legal Risk	M	VH	H
		Current Regulation and Emerging Regulation			
		• Carbon pricing instruments such as carbon tax and ETS	VH	VH	VH
		• More detailed and comprehensive disclosures are required according to reporting standards	VH	L	M
		• Emerging from the Sustainable Packaging Management Act, to be enforced in 2027	VH	VH	VH
	Technology	• Change of Technology	L	VH	M
	Market	• Lack of action to serve the shift in demand/ interest to a low-carbon product	M	VH	H
	Reputation	• Inaction leads to loss of public trust	L	H	M

Climate Related - Opportunities

In addition to addressing climate-related risks, BJC actively identifies opportunities arising from climate change to capture key business prospects and strengthen competitiveness and profitability. The key climate-related opportunities for BJC include:

Table 19: Key Climate-Related Opportunities for BJC

Opportunity	Time Horizon			Method		Financial Assessment
	Short	Medium	Long	Qualitative	Quantitative	
Products and services						
Response to the shift in demand/ interest to low-carbon product		✓	✓	✓	X	X
Resilience						
Participation in renewable energy programs and adoption of energy-efficiency measures	✓	✓	✓	✓	X	X
Stakeholder Engagement						
Collaboration with the supply chain		✓	✓	✓	X	X

Result of Climate related – Opportunities Analysis

Table 20: Opportunities Analysis

Opportunity	Impact
Products and services	
Response to the shift in demand/ interest to low-carbon product	In 2025, growing awareness of climate change continued to influence consumer behavior, increasing demand for eco-friendly packaging, energy-efficient appliances, and sustainable consumer goods. These products, both under BJC's own brands and those distributed through its retail channels, contribute to climate change mitigation and support the transition toward a low-carbon economy. To capitalize on this trend, BJC can develop targeted marketing programs and customer engagement initiatives to promote green products. Introducing exclusive low-carbon and sustainable product lines available only at Big C stores may further attract environmentally conscious consumers, enhance revenue opportunities, and strengthen customer loyalty.
Resilience	
Participation in renewable energy programs and adoption of energy- efficiency measures	The increasing use of renewable energy, particularly solar power, provides long-term operational cost advantages compared with fossil fuel-based diesel generation. Renewable energy helps reduce exposure to fuel price volatility, supports more predictable financial planning, lowers greenhouse gas (GHG) emissions, and reduces exposure to future carbon-related costs and regulatory risks.
Enhancement of Operational Efficiency	BJC's climate strategy continues to focus on reducing reliance on fossil fuels and improving energy efficiency through machinery upgrades, production process optimization, and improved building insulation. Waste reduction also remains a key priority, as effective waste management can reduce GHG emissions, lower operating costs, and improve profitability.
Stakeholder Engagement	
Collaboration with the supply chain	Supply chain emissions represent a significant portion of BJC's overall carbon footprint, making supplier collaboration essential to achieving the Company's sustainability and climate targets. Engaging suppliers in climate-related initiatives helps strengthen long-term partnerships and supports sustainable business practices across the value chain.

Opportunity	Impact
	Key initiatives include: • Tiered Supplier Engagement: Prioritizing Tier 1 suppliers for initial collaboration through green procurement programs, then progressively expanding to Tier 2 and beyond to extend sustainability standards across the supply chain. • Green Procurement Program: Developing a preferred supplier system that recognizes and rewards suppliers with strong sustainability performance. • Knowledge Sharing and Capacity Building: Educating suppliers on climate action, GHG emissions reduction, and sustainable practices to foster a shared sustainability culture throughout the supply chain.

Table 21: Summarize Opportunities Related to Climate Change for Long Term (By 2030)

Opportunity Level ■ Low ■ Medium ■ High ■ Very High

Opportunities	Potential opportunities	Long-term (by2030)		
		Likelihood	Max Impact	Opportunity level
Products and services	Response to the shift in demand/ interest to low-carbon product	M	H	M
Resilience	Participation in renewable energy programs and adoption of energy-efficiency measures	VH	M	H
Stakeholder Engagement	Collaboration with the supply chain	VH	L	M

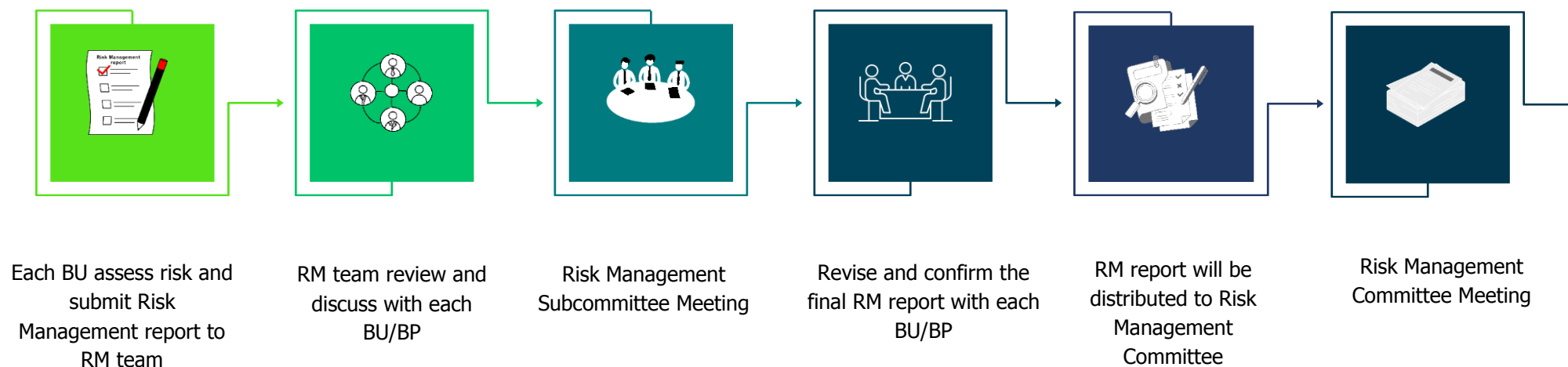
RISK MANAGEMENT

The Organization's Processes for Identifying and Assessing Climate-Related Risks

In 2025, BJC continued to integrate sustainability and risk management as core elements of its organizational management approach. **Climate-related risks and opportunities** are identified, assessed, monitored, and reviewed through a structured risk management process covering the corporate level, business units, business partners, and operational sites.

This process is embedded into BJC's strategic planning, operational execution, and decision-making to ensure that climate-related considerations are consistently incorporated into day-to-day operations and long-term business objectives. The assessment enables BJC to identify potential impacts, prioritize key climate-related risks and opportunities, and develop appropriate mitigation and adaptation measures to strengthen business resilience.

BJC's process for identifying and assessing climate-related risks and opportunities includes the following steps:



The Organization's Processes for Managing Climate-Related Risks

BJC continued to manage climate-related risks through its structured enterprise risk management framework. This framework is supported by an integrated control approach designed to prevent, detect, and correct climate-related and operational risks in a timely and effective manner.

The framework includes specific control activities to reduce the likelihood of risk occurrence, identify irregularities or emerging issues, and implement appropriate corrective actions when risks materialize. These controls support BJC in mitigating potential impacts, strengthening operational resilience, and ensuring that climate-related risks are managed consistently across the organization.

Control Activities

Table 22: BJC's control activities are designed to prevent, detect, and correct climate-related and operational risks.

Preventive Controls	Detective Controls	Corrective Controls
Proactive measures to reduce the likelihood of risks occurring:	Mechanisms to identify and investigate irregularities:	Measures to remediate and prevent recurrence of identified issues:
Transitioning to renewable energy to reduce greenhouse gas emissions	Reconciliation of batch and departmental records	For example, in the event of a flood, a dedicated response team assesses the situation, determines the level of risk, and coordinates corrective actions with operational leadership.
Implementing energy-efficient technologies	Monitoring performance against targets and budgets	
Transferring financial risk through insurance policies	Conducting system access audits and transaction reviews	
Ensuring system integrity via robust design, security, and backup processes	Performing physical verification of assets and inventories	
Enhancing physical security with access control systems		
Applying rigorous planning, forecasting, and budgeting practices		

Integration of Climate-Related Risk Management into the Enterprise Risk Management Framework

BJC integrates the processes for identifying, assessing, and managing climate-related risks into its overall Enterprise Risk Management (ERM) framework to ensure a comprehensive and forward-looking approach. Climate-related risks, including physical risks such as floods and transition risks such as regulatory or market changes, are assessed alongside strategic, operational, financial, and compliance risks.

The risk assessment and adaptation planning for physical climate risks cover both existing and new operations. This integrated approach enables BJC to systematically evaluate the potential impacts of climate change on business

continuity, financial performance, and long-term resilience. Where appropriate, scenario analysis and financial quantification are conducted to support informed decision-making.

BJC's ERM process follows a structured five-step approach, enabling the Company to identify material risks, assess their potential impacts, determine appropriate response strategies, monitor implementation progress, and report key risk matters to relevant management committees for oversight and further action.

BJC's Risk Management Process Relevant to Climate-Related Risk and Opportunity



METRICS AND TARGETS

BJC has committed to achieving net-zero greenhouse gas (GHG) emissions across Scopes 1, 2, and 3 by 2050, supporting the global ambition to limit the increase in global temperature to 1.5°C in line with the Paris Agreement. This long-term commitment provides the overarching direction for the Company's climate action and decarbonization efforts.

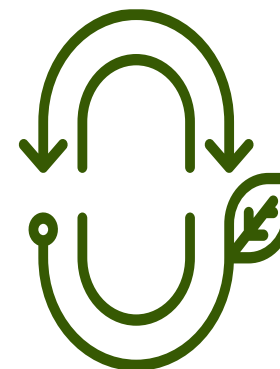
To support the achievement of its net-zero ambition, BJC has incorporated relevant elements of the Science Based Targets initiative (SBTi) methodology into its internal GHG emissions reduction planning to support a structured and science-based approach to decarbonization. The Company has established GHG reduction targets covering its operations and value chain, including targets for Scope 1, Scope 2, and Scope 3 emissions.

BJC has established GHG emissions reduction targets to reduce absolute Scope 1 and Scope 2 GHG emissions by 42% by 2030 from the 2022 base year and Scope 3 GHG emissions by 10% by 2030, as part of its near-term decarbonization pathway toward the Company's long-term net-zero ambition.

BJC's climate targets have not yet been formally validated by the SBTi. Nevertheless, the Company continues to progressively align its climate target-setting and decarbonization planning with internationally recognized, science-based climate standards and remains committed to further strengthening its alignment with the SBTi Net-Zero Standard.



Reduce Scope 1 and Scope 2
GHG emissions 42%
by 2030



Net-Zero
by 2050

Greenhouse Gas (GHG) Emissions (Scope 1, 2, and 3)

BJC measures and discloses its greenhouse gas (GHG) emissions across Scopes 1, 2, and 3 as a key climate-related performance metric. These metrics are used to monitor progress against the Company's emissions reduction targets and support the achievement of its net-zero commitment.

Table 23: Greenhouse Gas Emission

GHG Emissions	Unit	2022	2023	2024	2025
Direct Greenhouse gas Scope 1	Metric tons CO ₂ e	660,390	622,571	580,320	597,002
Greenhouse gas Scope 1 Intensity	Metric tons CO ₂ e per unit revenue (Million THB)	4.39	4.03	3.68	3.88
Indirect Greenhouse gas Scope 2 (Location)	Metric tons CO ₂ e	612,723	618,244	644,573	649,338
Greenhouse Gas Scope 2 – Location Based Intensity	Metric tons CO ₂ e per unit revenue (Million THB)	4.08	4.00	4.09	4.22
Indirect Greenhouse gas Scope 2 (Market)	Metric tons CO ₂ e	643,497	633,322	620,543	564,393
Greenhouse Gas Scope 2 – Market Based Intensity	Metric tons CO ₂ e per unit revenue (Million THB)	4.28	4.09	3.93	3.66
Total GHG Emission (Scope 1+2 Market Based)	Metric tons CO ₂ e	1,303,887	1,255,893	1,200,863	1,161,395

GHG Emissions	Unit	2022	2023	2024	2025
Total GHG Emission Intensity	Metric tons CO2e per unit revenue (Million THB)	8.67	8.12	7.61	7.54
% Data Coverage		91.37	91.42	91.81	91.61

The increase in Scope 1 GHG emissions in 2025 was partly attributable to improved completeness of the GHG inventory. In 2025, BJC began collecting data on HFC-152a used as an aerosol propellant in the glass-bottle coating process and incorporated the associated direct emissions into its Scope 1 inventory. As this emission source was not captured in previous reporting years, its inclusion contributed to the year-on-year increase in reported Scope 1 GHG emissions. The increase therefore partly reflects improved emissions data coverage rather than a corresponding increase in the underlying emissions intensity of the manufacturing process.

Table 24: Breakdown of greenhouse gas scope 3 emissions (Unit: tCO2eq)

No	Category	2022	2023	2024	2025	Emissions calculation methodology and exclusions
1	Purchased goods and services	6,176,779	6,923,857	10,193,493	7,994,286	Emission is calculated by carbon footprint of product of the key raw materials used in the factory and the products sold in Big C stores.
2	Capital goods	5,743	20,531	9,920	8,477	Emission is calculated by the number of newly opened Big C Mini branches x average area per branch x EF in constructing one unit of area.
3	Fuel- and energy related activities	207,816	288,554	221,543	201,943	Emission is calculated by total amount of energy consumption within organization, which used for Scope 1 & 2 calculations

No	Category	2022	2023	2024	2025	Emissions calculation methodology and exclusions
4	Upstream transportation and distribution	153,548	146,044	57,680	60,529	Emission is calculated by total amount of fuel consumption in the transportation of raw materials/mass or volume of goods.
5	Waste generated in operations	90,379	139,033	52,379	46,327	Emission is calculated by total amount of waste generated x Emission factors (EF) for specific waste treatment methods.
6	Business travel	4,172	751	509	480	Emission is calculated by total amount of fuel consumption by employees for business travel.
7	Employee commuting	32,193	33,846	98,370	43,570	Emission is calculated from the survey data of distance between the reporting company and the employees' home and the employees' travel methods. For employees who have not been surveyed, the average Emission value from the specified distance traveled will be used, multiplied by the remaining number of employees.
8	Upstream leased assets	1,557	114	119	125	The emissions factor for warehouse operations was estimated based on the total electricity consumption in distribution centre for a one-year period.
9	Downstream transportation and distribution	6,508	12,579	4,315	70,194	Emission is calculated by fuel consumption and applying the appropriate emission factor for that fuel.

No	Category	2022	2023	2024	2025	Emissions calculation methodology and exclusions
10	Processing of sold products	Processing of sold products is considered irrelevant to BJC's business because it sells a final product that does not undergo any additional processing before being sold to the end-user. GHG emissions from Category 11 are included in Category 1				
11	Use of sold products					
12	End-of-life treatment of sold products	50,366	61,877	68,357	55,044	Emissions are calculated by the total number of sold product going to each disposal method (e.g., landfill) x Emission factor (EF) for each disposal method
13	Downstream leased assets	103,920	103,949	81,956	81,989	Emission is Calculated based on the electrical consumption of customers leasing space within Big C stores.
14	Franchises	45,365	303	9	12	Emissions are calculated by total number of franchise x Electricity consumption per branch x Emission factor (EF).
15	Investments	The data is not available for FY 2025 because BJC has only collected the relevant information from its subsidiaries.				
Total		6,878,346	7,731,438	10,788,614	8,562,976	

GHG Emissions	Unit	2021	2022	2023	2024	2025
Greenhouse Gas Scope 3 Intensity	Metric tons CO2e per unit revenue (Million THB)	1.93	45.75	49.99	49.48	55.59
% Data Coverage		89.98	91.37	91.42	91.81	91.61

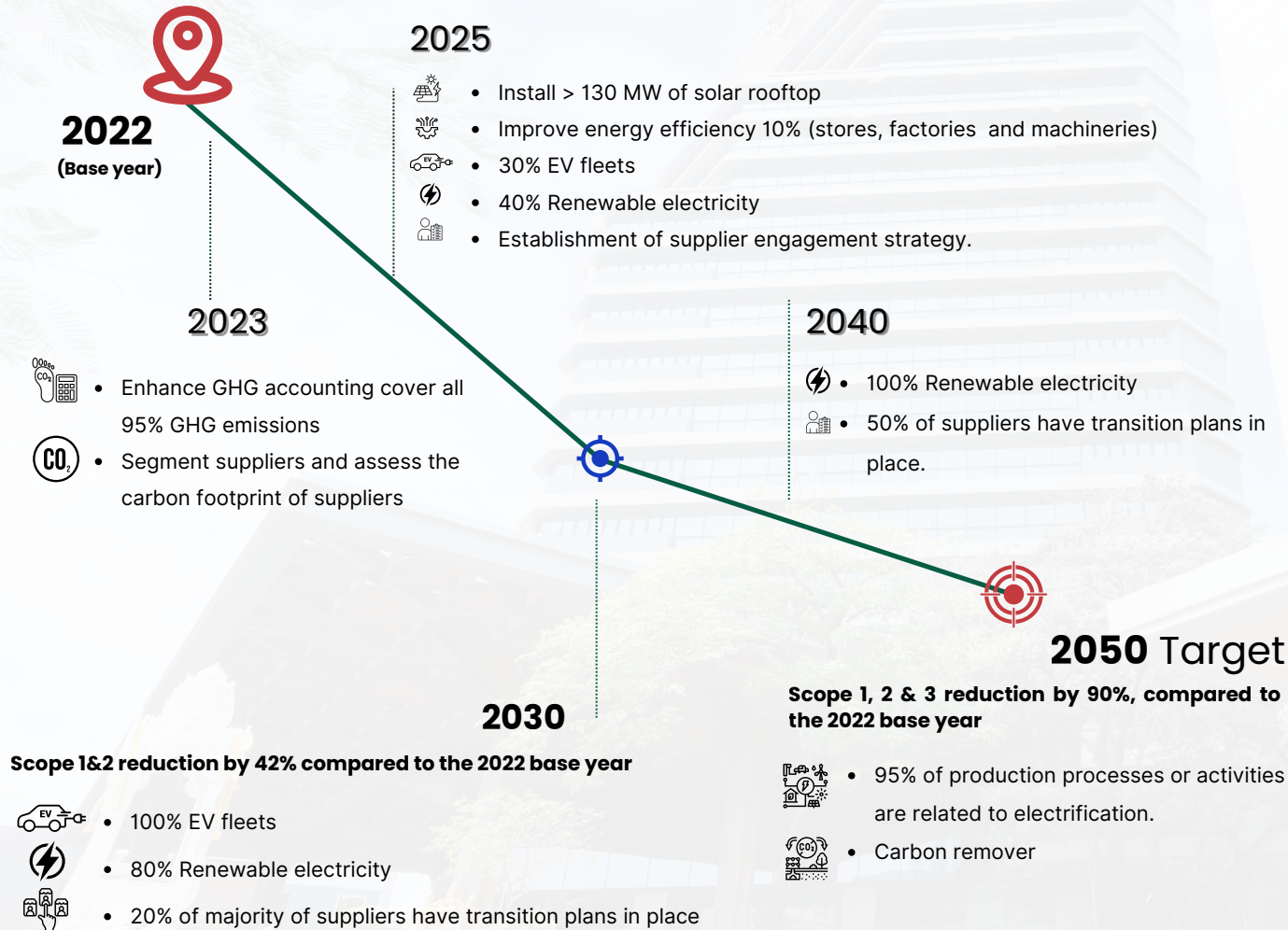
Operational Plan to achieve Net Zero goal in 2050

BJC is committed to achieve the goal to be Net Zero within 2050. Currently, 51% of GHG emission Scope 1 consists of 55% fuel consumption, 1% transportation, 11% process emission and 33% refrigerant. For Scope 2, 49% comes from electricity consumption.

1. BJC plans to shift to renewable electricity, which is expected to cut GHG emissions by about 40%–50%.
2. The use of electric vehicles powered by clean energy for distribution is projected to reduce GHG emissions by 3%–5%.
3. Switching to low global warming potential (GWP) refrigerants that do not contribute to GHG emissions or ozone depletion is expected to reduce emissions by 20%–30%.
4. Enhancing energy efficiency in production processes by improving or replacing machinery to reduce fuel and electricity consumption is projected to lower GHG emissions by 10%–15%.

According to the data above, BJC has the potential to reduce greenhouse gas emissions by 58%-80%. In addition, greenhouse gas emissions can be further reduced through trees planting projects, carbon capture and storage technologies and buying of carbon credits and REC. The estimate proportion of reduction and offsets likely to be achieved are 65% and 35% respectively.

BJC's Net Zero Road Map



Transition Plan to achieve Net Zero

As the global economy transitions towards a low-carbon and climate-resilient future, BJC recognizes the need to transform its operations, energy use, products, transportation and value chain while maintaining business resilience and long-term value creation. The Company's transition plan translates its climate ambition into a structured pathway for reducing greenhouse gas (GHG) emissions and supporting the transition to a low-carbon economy. BJC has a transition plan in place to align with global net-zero GHG emission goals and the Paris Agreement's goal of limiting global warming to 1.5°C above pre-industrial levels. The plan sets out the Company's emission reduction targets, planned investments and key decarbonization actions across Scope 1, Scope 2 and Scope 3, with the long-term ambition of achieving Net Zero GHG emissions by 2050.

Transition across BJC's Diverse Businesses

BJC operates a diverse portfolio of businesses covering modern retailing, consumer products, packaging, healthcare and technical products and services, as well as manufacturing, distribution, e-commerce and logistics activities.

Given the diversity and scale of these operations, the transition to a low-carbon economy may affect different parts of the Group and its value chain in different ways. BJC therefore integrates decarbonization considerations across its businesses, with particular focus on energy use, transportation, manufacturing processes, products, packaging and value chain activities.

The transition plan focuses on key decarbonization levers including renewable and clean energy, energy efficiency, electrification, electric vehicle (EV) transition, operational improvements, sustainable products and packaging, circular economy solutions and value chain engagement.

Key Decarbonization Actions

BJC's transition plan includes actions across Scope 1, Scope 2 and Scope 3 emissions.

Phase 1: Restructuring to Net Zero company

Target: Achieve a 42% reduction in Scope 1 and 2 GHG emissions by 2030, compared to the 2022 base year.

After the announcement of the Net Zero Goal in 2022, BJC expects that the first 10 years will be the initial phase of developing the company into a net zero company. The initial phase will highlight the continuity of our existing process - using clean energy, optimizing work process, adding recycle proportion, growing more trees, educating, and creating corporate culture for all employees to reduce the GHG emission. The aim is to enhance performance of the said operation, to study and assess for investing in innovation or to alter significant variation to certain operation, to pave robust foundation and to become the

net zero company. Our further involvement includes monitoring on laws and government requirement which may be subject to changing or those to be imposed in support or promotion of the carbon-free society or carbon tax, in order to shift the business operation in conformity with the newly imposed law.

Major Factors to Achieve the Goal

- Apply an internal carbon price

Since 2024, BJC has implemented an Internal Carbon Price (ICP) of THB 200 per tCO₂e to integrate the potential cost of carbon emissions into business and investment decision-making. The ICP is applied as a shadow price to support cost-benefit analysis and encourage the consideration of climate-related impacts when evaluating business decisions and investment projects, particularly those related to energy efficiency and equipment replacement.

The objectives of implementing the internal carbon price are to:

- Conduct cost-benefit analysis by incorporating the potential cost of GHG emissions into investment decisions;
- Drive energy efficiency and encourage the replacement of old or inefficient equipment with more energy-efficient alternatives;
- Incentivize the consideration of climate-related issues in business and investment decision-making; and
- Support the reduction of upstream value chain emissions.

The ICP covers Scope 1, Scope 2, and Scope 3 GHG emissions and is mandatory for application in all business decision-making where relevant. In 2025, six equipment replacement projects were assessed using the ICP, with a total investment value of THB 26.63 million. The projects covered approximately 1,966 tCO₂e/year of emissions and represented an estimated carbon impact of THB 393,225/year, based on the internal carbon price of THB 200 per tCO₂e.

- Reduce fuel consumption in production processes by improving energy efficiency, optimizing operations, and replacing inefficient machinery in factories.
- Expand the installation of solar power systems to increase the use of renewable electricity. As of 2025, solar power systems have been installed at 499 sites, with a total installed capacity of approximately 132 MW.
- Increase renewable electricity generation, which reached 160,939 MWh in 2025, supporting Scope 2 emissions reduction and reducing exposure to electricity price volatility.

- Expand solar projects across subsidiaries, including TGI, TMG, and TBC, with a combined capacity of 4,995.2 kWp and an estimated GHG emissions reduction of approximately 3,187 tCO₂e per year.
- Use Renewable Energy Certificates (RECs) as a complementary mechanism to reduce market-based Scope 2 emissions where direct renewable electricity generation is insufficient.
- Purchasing carbon credits and utilizing Renewable Energy Certificates (RECs). Since 2023, BJC has purchased a total of 6,719 MWh of RECs.

Phase 2: Reaching net-zero emissions across its value chain

Target: Achieve a 90% reduction in Scope 1, 2, and Scope 3 GHG emissions by 2050, compared to the 2022 base year

After having a solid foundation, BJC will then emphasize the target to become the net zero company by investing or using new technologies and innovation to reduce the greenhouse gas emission. At this phase, BJC aims to progress for significant reduction of the greenhouse gas emission as a result of using clean energy, electric cars and changing work procedures, including setting the goal to increase the carbon absorption by growing trees and applying technologies for enhancement such as carbon storage technology.

Major Factors to Achieve the Goal

- Increasing the use of renewable energy: BJC continues to increase the share of electricity sourced from renewable energy through initiatives such as solar rooftop installations and other renewable energy procurement mechanisms. As of 2025, approximately 10% of BJC's electricity consumption was sourced from renewable energy.
- Transitioning to low-carbon transportation: BJC is increasing the adoption of electric vehicles (EVs) across logistics, distribution, and business operations, while expanding EV charging infrastructure at Big C branches to support low-carbon mobility and reduce transportation-related GHG emissions. As of 2025, BJC Big C had deployed 15 electric trucks for logistics operations and installed more than 120 EV charging stations.
- Improving energy and operational efficiency: BJC continuously reviews and enhances operational processes, work procedures, and machinery to improve energy efficiency and reduce GHG emissions. Key measures include the adoption of energy-efficient equipment and technologies, process optimization, and improvements to operational practices.
- Leveraging climate-related policies and incentives: BJC monitors developments in climate-related regulations, government incentives, and support mechanisms and assesses opportunities to incorporate relevant measures into its climate transition strategies, investments, and business operations.

- Enhancing carbon removal and nature-based solutions: BJC explores and applies carbon removal technologies and nature-based solutions to address residual emissions that cannot be eliminated through direct GHG emission reduction measures.
- Increasing carbon sequestration through tree planting: BJC continues to implement tree-planting initiatives to enhance carbon sequestration, contribute to ecosystem restoration, and support the Company's broader carbon removal initiatives. As of 2025, BJC had implemented tree-planting initiatives covering more than 338 rai, with over 57,504 trees planted.

Phase 3 Continuous improvement to Net Zero company

Target: Minimize residual GHG emissions, representing the remaining 10% after reductions.

This phase is called post-transition. Upon significant investment and/or change of work procedure for reduction of the greenhouse gas emission, when the greenhouse gas emission rate will have been momentous, BJC will continue with strong determination to reduce the greenhouse gas emission based on the effort to optimize the machine or system implemented for maximum efficiency. With regular maintenance and repair of the machine and continual study of new opportunities that will contribute to reducing the greenhouse gas emission. Meanwhile, BJC will also highlight the importance of growing more trees, applying carbon adsorbent technology and purchasing carbon credits, collaborating with an external entity in seeking for alternative approach to set off the greenhouse gas emission to achieve the Net Zero Goal set forth.

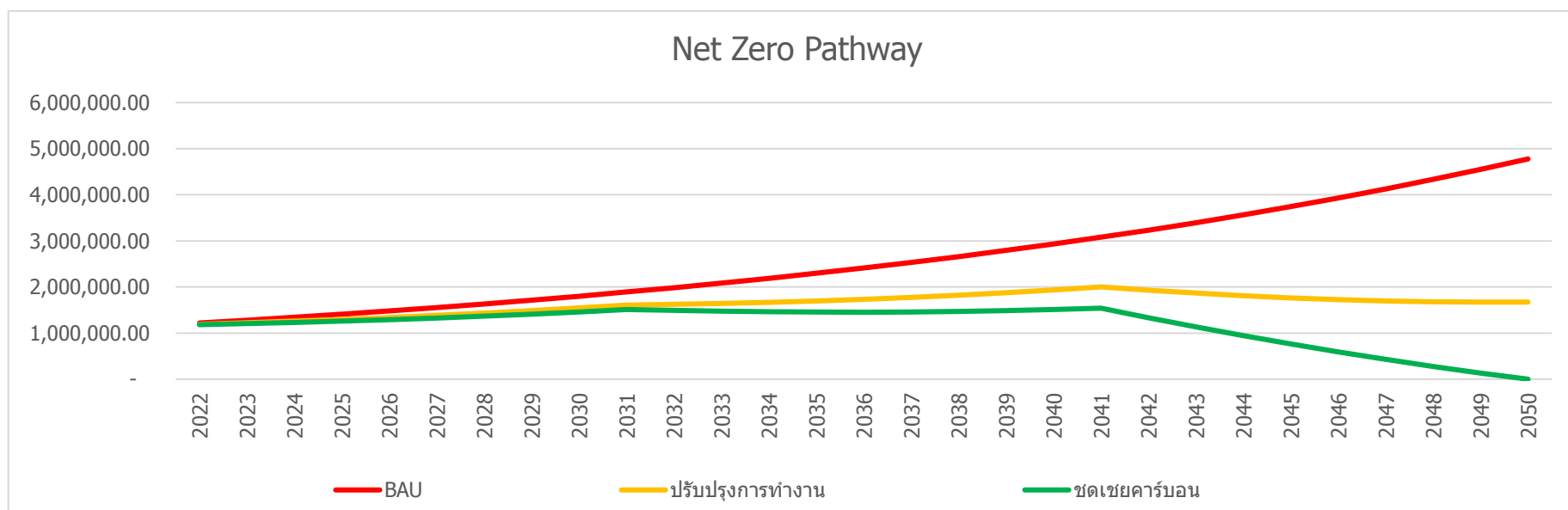
Major Factors to Achieve the Goal

- Investment and/or development of new technologies to reduce residual greenhouse gas emission.
- Growing trees and applying carbon adsorbent technology
- Increase proportion of clean energy consumption
- Applying the technology for carbon adsorbent
- Develop work procedures and/or use a new machine for improved performance and maintain the machine periodically.
- Purchasing carbon credits and utilizes Renewable Energy Certificates (RECs)

According to the reduction and compensation of the greenhouse gas emission mentioned above, followings are summary of the target for reduction and compensation in each phase and different scenarios:

Scenario analysis

1. The red line - with no actions taken within 2050, there will be 4.8 million tons of greenhouse gas emission per year (it is estimated that the greenhouse gas emission rate will increase by 5% per year as a result of business growth).
2. Yellow line – if the greenhouse gas emission rate can be decreased upon change or improvement of work procedures as well as application of new technologies or innovation, the greenhouse gas emission rate will drop by 65% accordingly.
3. Green line - in addition to the greenhouse gas emission reduction mentioned in Article 2., growing trees, using carbon adsorbent technology, and purchasing carbon credits will contribute to compensation of greenhouse gas emission by 35% according to the plan.



Quantified Transition Investment to Support the Clean Energy Transition

To support its transition towards a low-carbon economy, BJC is prioritizing investment in clean energy and electric vehicle (EV)-related infrastructure across its own operations and relevant stakeholder groups, including Big C customers and employees. As part of the Company's transition plan, BJC target to invest approximately THB 80 million in a 5 MW Solar PPA project, representing planned capital expenditure to increase the use of renewable electricity and reduce GHG emissions associated with purchased electricity. Building on this investment, BJC aims to expand its Solar PPA portfolio to approximately 50–100 MW by 2031, representing an indicative total investment requirement of approximately THB 800 million–1.6 billion, based on an estimated capital expenditure of approximately THB 16 million per MW.

In parallel, BJC plans to expand EV charging infrastructure to support the transition towards electric mobility across its operations and relevant stakeholder groups. These investments are intended to support the decarbonization of transportation and logistics activities while enabling employees and customers to access EV charging facilities.

Stakeholder Engagement

BJC recognizes that successful implementation of its transition plan and the effective deployment of transition-related investments require collaboration with stakeholders across its value chain and the broader ecosystem. Stakeholder engagement enables BJC to identify implementation barriers, assess capacity-building and infrastructure needs, gather stakeholder input and support the effective implementation of investments in renewable energy, clean energy and electric mobility.

Value Chain: BJC engages stakeholders across its value chain to support the implementation of its transition plan. Engagement includes employees, suppliers, contractors, logistics service providers, business partners and customers. Key activities include awareness raising, capacity building, supplier engagement, collaboration on GHG reduction opportunities and communication of expectations relating to the low-carbon transition.

Industry Peers, Associations and Initiatives: BJC collaborates with relevant industry peers, associations and sustainability initiatives to exchange knowledge, share good practices and support the development of practical approaches to decarbonization and climate action across the sectors in which it operates.

Government, Public Sector and Civil Society: BJC engages with government agencies, public-sector organizations and relevant civil society stakeholders, where appropriate, to support policy alignment, access to relevant transition mechanisms and broader collaboration towards a low-carbon economy.

Social Implications Assessment

BJC recognizes that the transition to a low-carbon economy may have social implications arising from changes in technologies, energy sources, business processes, workforce requirements, and value chain practices. These impacts may vary across BJC's businesses and stakeholder groups.

As part of its approach to a Just Transition, BJC considers potential social implications when implementing its transition plan, with particular attention to employees, suppliers, contractors, business partners, communities, and consumers. Key considerations include changes in job roles and skill requirements, workforce readiness, impacts on suppliers and contractors, occupational health and safety, and the accessibility and affordability of sustainable products and services.

BJC places particular emphasis on the transition toward cleaner energy and electrification as key components of its decarbonization strategy. This includes increasing the use of renewable electricity, expanding solar power generation, improving energy efficiency, and progressively exploring the electrification of relevant operations and equipment where technically and economically feasible. These initiatives may result in changes to operational processes, technology requirements, and workforce capabilities, which BJC considers as part of its Just Transition approach.

To support a fair, inclusive, and responsible transition, BJC will progressively strengthen measures including employee awareness, reskilling and upskilling, stakeholder engagement, supplier capacity building, and collaboration with relevant external stakeholders. The Company will continue to assess potential social impacts associated with the transition to clean energy and electrification as its decarbonization initiatives develop, and identify appropriate measures to mitigate adverse impacts and enhance positive outcomes.



Assessment of Potential Social Implications and Corresponding Actions

Risk / Opportunities	Potential Social Implications	Mitigation / Support Measures	Stakeholders
Changes in skills and job requirements.	Drivers, technicians and logistics employees may require new competencies for EV operation, maintenance and safety.	Reskilling and upskilling, together with EV operation, maintenance and safety training.	Drivers, technicians, logistics employees.
Changes in employment roles or income opportunities.	Workers and contractors linked to conventional vehicle operation and maintenance may experience changes in responsibilities or demand for existing services.	Phased transition, appropriate transition support and monitoring of employment-related impacts.	Employees, workers, contractors.
Investment and adaptation requirements.	Transportation contractors and SME suppliers may need to invest in EVs, charging infrastructure and new technical capabilities.	Engagement with logistics partners and SME suppliers to identify transition challenges, capacity-building needs and appropriate support.	Transportation contractors, logistics partners, SME suppliers.
Occupational health and safety.	EV batteries, electrical systems and charging infrastructure may introduce different safety requirements.	EV safety training and appropriate occupational health and safety procedures.	Drivers, technicians, maintenance personnel, contractors.
Opportunity – Workforce development.	The transition may create opportunities to develop new skills in EV technologies and low-carbon logistics.	Continuous reskilling, upskilling and technical capability development.	Employees, technicians, logistics partners.

BJC's transition plan is implemented through the Company's established sustainability and climate governance structure. Progress is monitored through relevant GHG emission, energy, renewable energy and decarbonization indicators, with performance reviewed against established targets.

The Company will continue to assess progress, implementation challenges and emerging risks and opportunities associated with the transition. Where appropriate, BJC will refine its actions, investments and stakeholder engagement approach to support the achievement of its emission reduction targets and long-term Net Zero ambition.

APPENDIX

Climate-related scenario

BJC employs scenario analysis to evaluate climate-related risks and opportunities, utilizing frameworks from leading global institutions:

1. **Intergovernmental Panel on Climate Change (IPCC):** BJC references IPCC's emissions scenarios, which provide comprehensive assessments of potential climate futures based on varying greenhouse gas concentration pathways. These scenarios aid in understanding the range of possible climate impacts under different emission trajectories.

There are four main RCP scenarios:

Scenario	Global Mean Temperature Change in 2100	Description
RCP 2.6	1.5-2.0°C	• Represents a low GHG emission scenario • This scenario assumes rapid adoption of renewable energy sources, significant technological advancements, and global cooperation in reducing emissions.
RCP 4.5	2.0-3.0°C	• Represents a moderate GHG emission scenario where emissions peak around mid-century and then decline due to moderate climate policies and technological advancements.
RCP 6.0	3.0-4.0°C	• Represents a medium-high GHG emission scenario where emissions continue to rise throughout the 21st century before stabilizing by 2100. This scenario assumes intermediate levels of climate policies and technological advancements.
RCP 8.5	More than 4.0°C	• Represents a high GHG emission scenario where emissions continue to increase rapidly throughout the century with no climate policies to limit them. • This scenario leads to the highest levels of global warming.

2. **International Energy Agency (IEA):** BJC incorporates insights from the IEA's Global Energy and Climate Model, which offers detailed sector-by-sector and region-by-region long-term scenarios. These scenarios, including the Net Zero Emissions by 2050 pathway, help BJC assess energy transition risks and opportunities in alignment with global energy trends.

There are three main IEA's scenarios:

Scenario	Acronym	Definitions
Stated Policies Scenario	STEPS	The Stated Policies Scenario (STEPS) reflects the current trajectory of the global energy system based on existing policies and measures, as well as those under development. It provides a sector-by-sector evaluation of these policies, offering insights into the likely direction of energy system progression if current policy trends continue.
Announced Pledges Scenario	APS	The Announced Pledges Scenario (APS), introduced in 2021, assesses the impact of all major national climate commitments announced as of August 2024. This includes both 2030 targets and longer-term net-zero or carbon neutrality pledges, regardless of whether they have been legislated or incorporated into updated Nationally Determined Contributions. The APS illustrates the extent to which these announced ambitions and targets can deliver the emissions reductions needed to achieve net-zero emissions by 2050.
Net Zero Emissions by 2050 Scenario	NZE	The Net Zero Emissions by 2050 Scenario (NZE) is a normative scenario that outlines a pathway for the global energy sector to achieve net-zero CO ₂ emissions by 2050. It emphasizes the deployment of a wide portfolio of clean energy technologies, energy efficiency improvements, and behavioral changes. The scenario also meets key energy-related Sustainable Development Goals, such as universal energy access by 2030 and significant improvements in air quality. It is consistent with limiting the global temperature rise to 1.5°C with at least a 50% probability, aligning with the emissions reductions assessed in the Intergovernmental Panel on Climate Change's Sixth Assessment Report.

Source : [iea.org](https://www.iea.org)

3. **Network for Greening the Financial System (NGFS):** BJC utilizes NGFS's harmonized climate scenarios, which integrate transition pathways, physical climate impacts, and economic indicators. These scenarios assist in evaluating the financial implications of climate-related risks and inform BJC's strategic planning and risk management processes.

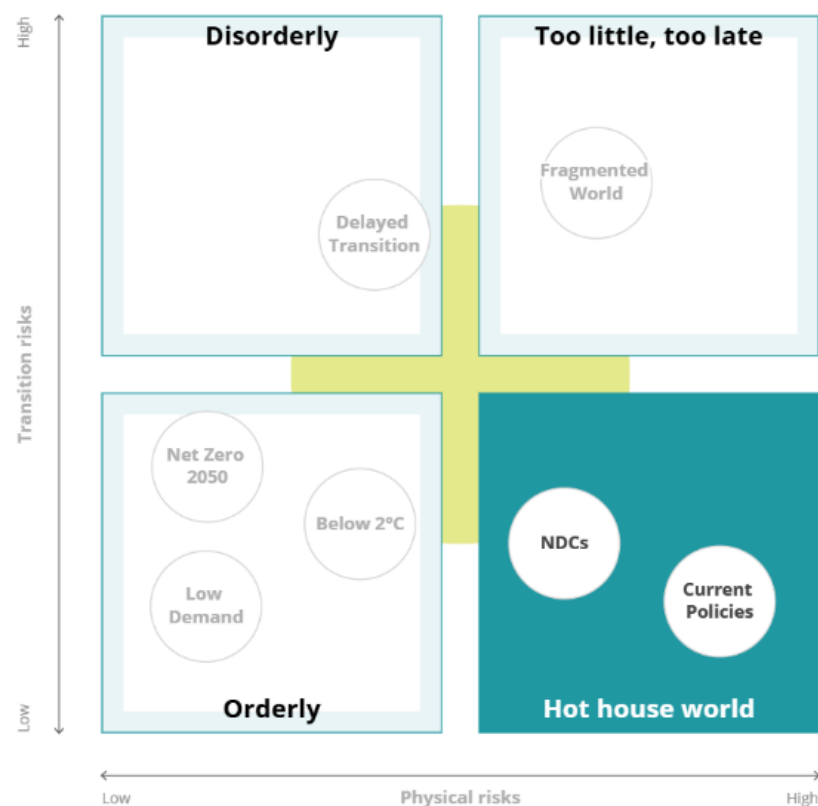
The NGFS partnered with an expert group of climate scientists and economists to design a set of hypothetical long-term scenarios, published in November 2024 in the expanded version 5.0. They provide a common and up-to-date reference point for understanding how climate change (physical risk) and climate policy and technology trends (transition risk) could evolve in different futures. Each scenario was chosen to show a range of higher and lower risk outcomes.

Orderly scenarios assume climate policies are introduced early and become gradually more stringent. Both physical and transition risks are relatively subdued.

Disorderly scenarios explore higher transition risk due to policies being delayed or divergent across countries and sectors. For example, (shadow) carbon prices are typically higher for a given temperature outcome.

Hot house world scenarios assume that some climate policies are implemented in some jurisdictions, but global efforts are insufficient to halt significant global warming. The scenarios result in severe physical risk including irreversible impacts.

Too little, too late scenarios assume that a late and uncoordinated transition fails to limit physical risks.



Source: <https://www.ngfs.net/ngfs-scenarios-portal/>

By integrating these scenario analyses, BJC enhances its ability to anticipate and manage the multifaceted challenges posed by climate change, ensuring resilience and alignment with international climate objectives.