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**Information Memorandum on the Connected Transaction and the Assets Disposition  
Transaction  
of Berli Jucker Public Company Limited (List 2)**

The Board of Directors' Meeting of Berli Jucker Public Company Limited (the "**Company**") No.1/2026, which was held on Tuesday, 24 February 2026, resolved to approve and to propose to the shareholders' meeting to consider and approve the sale of the assets of the Company and its subsidiaries (as listed in Items 1 –11 of **Attachment 1** (*List of Relevant Subsidiaries*)), comprising vacant lands and lands with buildings which are not used in business operations and/or not generating profit, totaling 33 items, as detailed in **Attachment 2** (*List of Sale Assets*) (the "**Sale Assets**"), through the direct sale of 32 assets and the sale of shares of a subsidiary possessing lands with buildings (unless a purchaser wishes to directly purchase the assets of BCX instead of purchasing its shares). In this regard, the disposal of each Sale Asset of the Company and its subsidiaries shall be conducted independently and shall not be conditional upon one another.

In addition, the Board of Directors' Meeting resolved to approve and to propose to the shareholders' meeting to authorise the Management Board of the Company, whose names are listed in Clause 21.1, to procure the purchaser(s) of the Sale Assets and to consider the sale of each item of the Sale Assets to the purchaser offering the most favorable price to the Company and/or its subsidiaries (the "**Purchaser**"). Such Purchaser may be a third party and/or a connected person, subject to minimum pricing framework equals to the average appraised value as opined by the independent financial advisor (IFA). The Company and its subsidiaries shall enter into the relevant sale and purchase agreements for the Sale Assets with the Purchaser within 31 July 2026 which is the period during the relevant asset appraisal report remains valid (the "**Transaction Period**"). In this regard, the Company will report the progress of entering into the sale and purchase agreements for the Sale Assets of the Company and its subsidiaries with the purchaser to the Stock Exchange of Thailand (the "**SET**") within 30 days from the expiration of the Transaction Period.

The proposed transactions will be proposed to the shareholders' meeting for consideration in two cases:

- 1) To consider and approve the disposal of assets of the Company and its subsidiaries where the purchaser is not a connected person; and
- 2) To consider and approve the disposal of assets of the Company and its subsidiaries where the purchaser is a connected person.

In this regard, the agenda to consider and approve the disposal of assets of the Company and its subsidiaries, in both cases as mentioned above, shall be independent from each other and shall not be conditional upon one another. If any agenda is not approved by the shareholders' meeting, the approved agenda shall remain fully effective, or the Company may propose another agenda to the shareholders' meeting for consideration (as the case may be).

In addition, in the event that the Company and/or its subsidiaries are unable to procure the Purchaser or do not enter into the relevant sale and purchase agreement within the Transaction Period, the Company and its subsidiaries shall comply with the Notification on Acquisition or Disposition of Assets and the Notifications on Connected Transaction again.

The details of the transactions are as follows:

## (1) Direct Sale of Assets by the Company and its Subsidiaries

The Company and 10 subsidiaries of the Company, as listed in Items 1 – 10 of **Attachment 1** (*List of Relevant Subsidiaries*) (collectively referred to as the “**Sellers of Assets**”), will sell certain vacant lands and lands with buildings, totaling 32 items, as detailed in item 2.1 (*List of Direct Sale Assets*) of **Attachment 2** (collectively referred to as the “**Direct Sale Assets**”), to the Purchaser at the total purchase price of not less than THB 11,016 million (the “**Sale of Lands and Buildings Transaction**”).

In addition, the Sellers of Assets, namely TGI, BJF and RIL, which are subsidiaries of the Company, will only sell the Direct Sale Assets Items 10.1 (only Title Deed No. 18667), 7 and 9.2 under Item 2.1 (*List of Direct Sale Assets*) of **Attachment 2** (respectively), to the Purchaser who accepts the conditions that the vacant lands and/or lands with buildings (as the case may be) will be leased back from the Purchaser after the transfer of ownership (Sale and Lease Back) at an arm’s-length rental rate and on arm’s-length commercial terms, whereby TGI will lease back the vacant lands for use in sand trading, and BJF and RIL will lease back the lands with buildings for a temporary use in the operation during the planning phase on the construction of their new factories, which are expected to take approximately 3 years to complete. At present, BJF and RIL have already acquired vacant lands for the construction of such new factories. The details of the vacant lands and lands with buildings to be leased back are set out in Items 10.1 (only the title deed no. 18667), 7 and 9.2 under Item 2.1 (*List of Direct Sale Assets*) of **Attachment 2** (respectively) (collectively referred to as the “**Sale and Lease Back Transaction**”).

## (2) Sale of Assets through the Sale of Shares in Subsidiaries

BJCCON, a subsidiary of the Company (details as specified in Item 2 of **Attachment 1** (*List of Relevant Subsidiaries*)) (the “**Seller of Shares**”), will sell 41,400,000 ordinary shares in BCX held by BJCCON, representing 100.00 percent of the total issued shares of BCX (details as set out in Item 2.2 (*List of Sale Assets through the Sale of Shares in Subsidiaries*) of **Attachment 2**) (the “**Sale Shares**”) to the Purchaser, at the total purchase price of not less than THB 715 million. Currently, BCX operates a warehouse leasing business and provides seminar and training services and owns two plots of land with buildings thereon, (The details are set out in Item 2.2(4) (*Information regarding the Asset held by BCX*) of **Attachment 2**) (“**Assets of BCX**”) (collectively referred to as the “**Sale of BCX Ordinary Shares Transaction**”). In this regard, in the event that the Purchaser wishes to directly purchase the Assets of BCX instead of acquiring the Sale Shares, the Management Board shall have the authority to consider and approve the sale of Assets of BCX to such Purchaser at the total purchase price of not less than THB 827.50 million, within the Transaction Period and under the terms and conditions as approved by the shareholders’ meeting of the Company.

In this regard, the Company is open to considering the type of sale of the Assets of BCX through both the sale of ordinary shares and the sale of assets, as BCX does not conduct any business other than holding such assets (which is different from the other Sale Assets, where the Seller of Assets continue to engage in other business activities in addition to holding the Sale Assets). In this regard, the Management Board shall consider and select the transaction type and the Purchaser(s) that will enable the Company to receive the highest net cash inflow (after deducting relevant expenses and taxes). The Company will consider the conditions proposed by each Purchaser within the Transaction Period and in accordance with the conditions approved by the shareholders’ meeting of the Company.

The Sale of Lands and Buildings Transaction and the Sale of BCX Ordinary Shares Transaction are hereinafter collectively referred to as the “**Disposal of Assets Transactions**”, representing the total transaction value of not less than THB 11,731 million.

The Disposal of Assets Transactions constitute a disposal of assets transaction under the Notification of the Capital Market Supervisory Board No. TorJor. 20/2551 Re: Rules on Entering into Material Transactions Deemed as Acquisition or Disposal of Assets (as amended) and the Notification

of the Board of Governors of the Stock Exchange of Thailand Re: Disclosure of Information and Other Acts of Listed Companies Concerning the Acquisition or Disposal of Assets B.E. 2547 (2004) (as amended) (collectively referred to as the “**Notifications on Acquisition or Disposal of Assets**”).

The sizes of the Disposal of Assets Transactions are detailed as follows:

- The Sale of Lands and Buildings Transaction, has the highest transaction size of 3.29 percent, calculated based on the total value of consideration criterion, and based on the assumption that the Company and the relevant subsidiaries dispose of all Direct Sale Assets at the average appraised value; and
- The Sale of BCX Ordinary Shares Transaction has the highest transaction size of 0.40 percent, calculated based on the net tangible assets criterion, and based on the assumption that BJCCON disposes of the Sale Shares of BCX using the adjusted book value approach. In this regard, in the case of the direct sale of the Assets of BCX (instead of the sale of the Sale Shares), the highest transaction size shall be 0.25, calculated based on the total value of consideration criterion and on the assumption that BJCCON is able to sell the Assets of BCX at the average appraised value.

**Remarks:** “**Average Appraised Value**” means the average appraised value of the Direct Sale Assets and the Assets of BCX, based on appraisals conducted by two independent appraisers approved by the Office of the Securities and Exchange Commission, namely 15 Business Advisory Co., Ltd. and Knight Frank Chartered (Thailand) Co., Ltd., as of 30 January 2026 and 27 January 2026, respectively. The details of the appraised value are set out in item 3.1 (Total Value of Consideration of the Direct *Sale Assets*) of **Attachment 3**.

The calculation of the transaction size of the Disposal of Assets Transactions is based on the consolidated financial statements of the Company audited by the certified accountant for the fiscal year ended 31 December 2025 (The Company and its subsidiaries have not entered into any other disposal of assets transactions required to be aggregated for calculation of the transaction size under the Notifications on Acquisition or Disposal of Assets during the six-month period prior to the date on which the Board of Directors approved the entry into this transaction). The total highest transaction size of these two transactions above (in accordance with the total value of consideration criterion which has the highest result) is equal to 3.50 percent, which is lower than 15 percent. Therefore, the Company is not required to comply with the requirements under the Notifications on Acquisition or Disposal of Assets in respect of such Disposal of Assets Transactions of the Company.

In this regard, the Sale and Lease Back Transaction constitutes an acquisition of assets transaction under the Notifications on Acquisition or Disposal of Assets. As the transaction size is small, it falls under the authority of the management to approve such transaction and does not require an approval from the Board of Directors.

However, in the case where TCC Group and/or other connected persons (collectively referred to as the “**TCC Group**” or the “**Connected Person Purchaser**”) is the Purchaser, the Disposal of Assets Transactions and the Sale and Lease Back Transaction (only in respect of the items of which TCC Group is the purchaser) will constitute connected transactions under the Notification of the Capital Market Supervisory Board No. TorJor. 21/2551 Re: Rules on Connected Transactions and the Notification of the Board of Governors of the Stock Exchange of Thailand Re: Disclosure of Information and Other Acts of Listed Companies Concerning the Connected Transactions B.E. 2546 (2003) (collectively referred to as the “**Notifications on Connected Transactions**”).

In this regard, in the event that TCC Group is the purchaser of all the Direct Sale Assets, the Disposal of Assets Transactions will result in the highest aggregate size of the connected transactions equals to 17.92 percent of the net tangible assets of the Company (based on the assumption that the Company and the relevant subsidiaries dispose of all Direct Sale Assets at the average appraised value and that BJCCON disposes of the Sale Shares of BCX at the fair value determined under the adjusted

book value approach), which exceeds 3 percent of the net tangible assets of the Company, with reference to the consolidated financial statements of the Company audited by the certified accountant for the year ended 31 December 2025 (The Company and its subsidiaries have not entered into any other connected transactions required to be aggregated for calculation of the transaction size under the Notifications on Connected Transactions during the six-month period prior to the date on which the Board of Directors approved the entry into this transaction). Accordingly, the Company is required to proceed as follows:

- (1) To disclose the information memorandum in relation to the Disposal of Assets Transactions to the SET in accordance with the Notifications on Connected Transactions;
- (2) To appoint an independent financial advisor (IFA) to provide its opinion on the Disposal of Assets Transactions to the shareholders of the Company, and to submit such opinion to the Office of the Securities and Exchange Commission (the “SEC”), the SET, and the shareholders of the Company.

In this regard, the Company has appointed Jay Capital Advisory Limited, a financial advisor approved by the SEC, to act as the independent financial advisor to provide its opinion on the Disposal of Assets Transactions; and

- (3) To convene a shareholders’ meeting of the Company to obtain approval for entry into the Disposal of Assets Transactions, with a vote of not less than three-fourths of the total votes of the shareholders attending the meeting and entitled to vote, excluding the votes of the interested shareholders from the calculation base.

In addition, in the event that TCC Group is the Purchaser of the Direct Sale Assets, which requires the lease-back as a condition of the sale proposal, the Sale and Lease Back Transaction will constitute a connected transaction under the category of a transaction in support of ordinary business with arm’s-length commercial terms pursuant to the Notifications on Connected Transaction, which is under the authority of the management to proceed.

However, since the highest transaction size of the Disposal of Assets Transactions remains uncertain, as the Board of Directors has resolved to propose to the shareholders’ meeting to determine a minimum sale price equal to the average appraised value without specifying a maximum price threshold, the Company therefore deems it appropriate to disclose information memorandum regarding the Disposal of Assets Transactions to the SET, appoint an independent financial advisor (IFA) to provide an opinion on the Disposal of Assets Transactions, namely the Sale of Lands and Buildings Transaction and the Sale of BCX Ordinary Shares Transaction to the shareholders of the Company, and convene a shareholders’ meeting of the Company to obtain approval for the Disposal of Assets Transactions by a vote of not less than three-fourths of the total votes of the shareholders attending the meeting and entitled to vote, excluding the votes of the interested shareholders from the calculation base, as if the Disposal of Assets Transactions were classified as a class 1 transaction, i.e., a transaction with a transaction size equals to 50 percent or higher but not exceeding 100 percent under the criteria prescribed in the Notifications on Acquisition or Disposal of Assets, at the same time.

The Company hereby discloses information regarding the Disposal of Assets Transactions in accordance with the Notifications on Connected Transactions and the Notifications on Acquisition or Disposal of Assets as follows:

## 1. Transaction Date

The Board of Directors' Meeting No. 1/2026, held on Tuesday, 24 February 2026, resolved to approve the entry into the Disposal of Assets Transactions by the Company and its subsidiaries as the Seller of Assets and the Seller of Shares (Details of the Disposal of Assets Transactions are set out in Clause 3 (*General Description of the Transactions*)). The Company and each of its subsidiaries acting as the Seller of Assets and the Seller of Shares will enter into the relevant agreements relating to the Disposal of Assets Transactions with the Purchaser. The Company and its subsidiaries will, submit the proposals to the potential purchasers with the key terms divided into five sub-groups as follows: (1) Vacant Land Sale and Purchase Agreement; (2) Vacant Land Sale and Purchase Agreement with Lease-back Arrangement; (3) Land and Building Sale and Purchase Agreement; (4) Land and Building Sale and Purchase Agreement with Lease-back Arrangement; and (5) Share Purchase Agreement. Details are set out in the summary table of the key terms of the proposals set out in Clause 3 (*General Description of the Transactions*)

The Company and its subsidiaries shall enter into the relevant sale and purchase agreements for the Sale Assets within the Transaction Period which is the period during the relevant asset appraisal report remains valid. In this regard, the Disposal of Assets Transactions shall occur after (1) the Company and/or the selling subsidiaries have completed the relevant agreed terms with the Purchaser within the framework of the key terms of the proposals as specified in the summary table of the key terms in Clause 3 (*General Description of the Transactions*), and (2) the conditions precedent as specified in the relevant agreements have been fully satisfied or waived by the relevant parties. The disposal of each item of the Sale Assets by the Company and its subsidiaries shall be independent from one another and shall not be conditional upon one another. The Purchaser may be a third party and/or a connected person of the Company.

In this regard, the Company shall report the progress regarding the execution of the sale and purchase agreements for the Sale Assets of the Company and its subsidiaries with the Purchaser(s) to the SET within 30 days from the end of the Transaction Period.

## 2. Related Parties and Relationship with the Company

Since the Disposal of Assets Transactions comprise the entry into the Sale of Lands and Buildings Transaction and the Sale of BCX Ordinary Shares Transaction, the Company and each of its subsidiaries will enter into the agreement directly with the Purchaser. The details of the relevant parties and their relationship with the Company, categorized by each group of agreements, are as follows:

No.	Agreement	Seller	Purchaser	
			In the case where the Purchaser is a Third-Party	In the case where the Purchaser is a Connected Person
1	Vacant Land Sale and Purchase Agreement	1) The Company 2) BIG C 3) BJCCON 4) BJS 5) MARBLE 6) RIL 7) TGI	<b>Purchaser:</b> An individual or a juristic person who is not a connected person of the Company ( <b>the Third-Party Purchaser</b> ) <b>Relationship between the</b>	<b>Purchaser:</b> TCC Group and/or other connected persons <b>Relationship between the Purchaser and the Company:</b> The Purchaser is a connected person of the Company under the
2	Vacant Land Sale and	TGI		

No.	Agreement	Seller	Purchaser	
			In the case where the Purchaser is a Third-Party	In the case where the Purchaser is a Connected Person
	Purchase Agreement with Lease-back Arrangement		<b>Purchaser and the Company:</b> -None -	Notifications on Connected Transactions
3	Land and Building Sale and Purchase Agreement	1) The Company 2) BIG C 3) T9 4) TGI 5) WAT7 6) WG		
4	Land and Building Sale and Purchase Agreement with Lease-back Arrangement	1) BJB 2) RIL		
5	Share Purchase Agreement	BJCCON		

### 3. General Description of the Transactions

The Company and its subsidiaries (as listed in Items 1 – 10 of **Attachment 1** (*List of Relevant Subsidiaries*)) will enter into the Disposal of Assets Transactions comprising the vacant lands and lands with buildings which are not used in business operations and/or not generate the profit, totaling 33 items (details as set out in **Attachment 2** (*List of Sale Assets*)), through the direct sale of 32 assets and the sale of shares in a subsidiary possessing lands with buildings, (unless a purchaser wishes to directly purchase the Assets of BCX instead of purchasing its shares), by assigning the Management Board of the Company, whose names are listed in Clause 21.1, to procure the Purchaser(s) of the Sale Assets and to consider the sale of each item of the Sale Assets to the Purchaser offering the most favorable price to the Company and/or its subsidiaries, subject to minimum pricing framework equals to the average appraised value as opined by the independent financial advisor (IFA). The Company and its subsidiaries shall enter into the relevant sale and purchase agreements for the Sale Assets with the Purchaser within the Transaction Period which is the period during the relevant asset appraisal report remains valid.

In this regard, whether the Disposal of Assets Transactions is entered into with the Third-Party Purchaser or the Connected Person Purchaser, the proposals for the Sale Assets shall contain substantially the same key terms and conditions, the summary details of which are as follows:

**(1) Direct Sale of Assets by the Company and Its Subsidiaries**

The key terms of the sale proposal for the Sale of Lands and Buildings Transaction, totaling 32 items, can be summarized by categorizing the agreements into four groups according to the types of agreements, as follows:

**Group 1: Vacant Land Sale and Purchase Agreement** (for the Direct Sale Assets items 1.1, 1.2, 2.1, 3, 4, 5.1, 5.2, 9.1 and 10.2 – 10.6 of Item 2.1 (*List of Direct Sale Assets*) of **Attachment 2**)

<b>Parties</b>	<p>(1) The Company and its subsidiaries namely BIG C, BJCCON, BJS, MARBLE, RIL and TGI (collectively referred to as “<b>Group 1 Sellers of Assets</b>”) (as the sellers) and</p> <p>(2) The Third-Party Purchaser and/or the Connected Person Purchaser (collectively referred to as the “<b>Group 1 Purchasers of Assets</b>”) (as the purchaser)</p>
<b>Sale Assets</b>	<p>Vacant lands Items 1.1, 1.2, 2.1, 3, 4, 5.1, 5.2, 9.1 and 10.2 – 10.6 of Item 2.1 (<i>List of Direct Sale Assets</i>) of <b>Attachment 2</b> owned by each relevant Seller of Assets, including fruits of the sale assets, real rights in the property, and/or encumbrances attached to such land (collectively referred to as the “<b>Group 1 Direct Sale Assets</b>”)</p>
<b>Key Conditions Precedent</b>	<p>(1) The shareholders’ meeting of the Company has resolved to approve the sale of the Group 1 Direct Sale Assets by the Group 1 Sellers of Assets to the Group 1 Purchasers of Assets;</p> <p>(2) The shareholders’ meeting of BIG C has resolved to approve the sale of the Group 1 Direct Sale Assets owned by BIG C and its subsidiaries, being Group 1 Sellers of Assets, to the Group 1 Purchasers of Assets;</p> <p>(3) The Group 1 Sellers of Assets have obtained consent from other relevant persons or counterparties, in the event that the Group 1 Sellers of Assets or their affiliates are obligated to obtain such consent prior to entering into this transaction (if any); and</p> <p>(4) Only in the case of sale of asset item 1.2</p> <p>The Company has entered into an agreement to assign its rights and obligations (as lessor) under the lease agreements between the Company (as lessor) and RIL (as lessee) (the “<b>Lease Agreement with RIL</b>”) to the relevant Group 1 Purchasers of Assets and RIL (as lessee), effective from the Closing Date (collectively referred to as the “<b>Conditions Precedent relating to the Lease Agreement with RIL</b>”).</p>
<b>Purchase Price</b>	<p>Details of the purchase price of the Group 1 Direct Sale Assets are specified in Item 1.1, 1.2, 2.1, 3, 4, 5.1, 5.2, 9.1, and 10.2 – 10.6 under Item 3.1 (<i>Total Value of Consideration of the Direct Sale Assets</i>) of <b>Attachment 3</b>.</p>
<b>Payment Terms of Purchase Price</b>	<p>The Group 1 Purchasers of Assets shall pay the purchase price for the Group 1 Sale Assets to the Group 1 Sellers of Assets in cash and in full on the closing date.</p>

<b>Fees and Relevant Taxes</b>	<p>Each party agrees to equally share the transfer registration fee for the Group 1 Sale Assets (in the case where specific business tax is not applicable).</p> <p>Additionally, each party agrees to be responsible for its own taxes and expenses arising from or in connection with the entry into this transaction.</p>
<b>Remarks</b>	<p>(1) Each Group 1 Seller of Assets shall enter into a separate agreement of the Vacant Land Sale and Purchase Agreement with the Group 1 Purchasers of Assets, and the completion of each such agreement shall be independent from one another.</p> <p>(2) RIL (as the lessee under the Lease Agreement with RIL) has constructed an office building and warehouse on the vacant land under Item 1.2, whereby RIL holds ownership over such property. In this regard, the Lease Agreement with RIL stipulates that, upon termination of the lease agreement, any buildings, fixtures or constructions permanently affixed to the land shall immediately vest in the Company (as the lessor). As a result, the lease agreement with RIL constitutes a lease with special reciprocal lease agreement exceeding an ordinary lease agreement. The Company will enter into an assignment agreement to transfer its rights and obligations (as the lessor) under such lease agreement to the relevant Group 1 Purchaser and RIL (as the lessee), as specified in Key Conditions Precedent Item (4) above, in order that the existing rights of the lessor relating to the transfer of ownership of such buildings, fixtures or constructions permanently affixed shall be transferred to the purchaser as the new lessor.</p>

**Group 2: Vacant Land Sale and Purchase Agreement with Lease-back Arrangement** (for the Direct Sale Assets items 10.1 (only Title Deed No. 18667) of item 2.1 (*List of Direct Sale Assets*) of **Attachment 2**)

<b>Parties</b>	<p>(1) TGI (as the seller) and</p> <p>(2) The Third-Party Purchaser and/or the Connected Person Purchaser (collectively referred to as the “<b>Group 2 Purchasers of Assets</b>”) (as the purchaser)</p>
<b>Sale Assets</b>	<p>Vacant land (item 10.1 (only Title Deed No. 18667) under item 2.1 (<i>List of Direct Sale Assets</i>) of <b>Attachment 2</b> owned by TGI, including fruits of the sale assets, real rights in the property, and/or encumbrances attached to such land (collectively referred to as the “<b>Group 2 Direct Sale Assets</b>”)</p>
<b>Key Conditions Precedent</b>	<p>(1) The shareholders’ meeting of the Company has resolved to approve the sale of the Group 2 Direct Sale Assets by TGI to the Group 2 Purchasers of Assets; and</p> <p>(2) TGI has obtained consent from other relevant persons or counterparties, in the event that TGI or its affiliates are obligated to obtain such consent prior to entering into this transaction (if any).</p>

<b>Purchase Price</b>	Details of the purchase price of the Group 2 Direct Sale Assets are specified in items 10.1 (only Title Deed No. 18667) under item 3.1 ( <i>Total Value of Consideration of the Direct Sale Assets</i> ) of <b><u>Attachment 3</u></b> .
<b>Payment Terms of Purchase Price</b>	The Group 2 Purchasers of Assets shall pay the purchase price for the Group 2 Direct Sale Assets to TGI in cash and in full on the closing date.
<b>Fees and Relevant Taxes</b>	Each party agrees to equally share the transfer registration fee for the Group 2 Sale Assets (in the case where specific business tax is not applicable).  Additionally, each party agrees to be responsible for its own taxes and expenses arising from or in connection with the entry into this transaction.
<b>Other Key Conditions</b>	The Group 2 Direct Sale Assets (item 10.1 (only Title Deed No. 18667) under item 2.1 ( <i>List of Direct Sale Assets</i> ) of <b><u>Attachment 2</u></b> shall be leased back to TGI. The lease term and the details of rental fees shall be as specified in item 10.1 (only Title Deed No. 18667) under item 3.1 ( <i>Total Value of Consideration of the Direct Sale Assets</i> ) of <b><u>Attachment 3</u></b> .

**Group 3: Land and Buildings Sale and Purchase Agreement** (for the Direct Sale Assets items 1.3 - 1.4, 2.2 - 2.7, 6, 8.1 - 8.3, 10.7 - 10.8 and 11.1 - 11.2 (*List of Direct Sale Assets*) of **Attachment 2**)

<b>Parties</b>	(1) The Company and its subsidiaries, namely BIG C, T9, TGI, WAT7 and WG (collectively referred to as “ <b>Group 3 Sellers of Assets</b> ”) (as the sellers) and  (2) The Third-Party Purchaser and/or the Connected Person Purchaser (collectively referred to as the “ <b>Group 3 Purchasers of Assets</b> ”) (as the purchaser)
<b>Sale Assets</b>	Lands and buildings (Items 1.3 - 1.4, 2.2 - 2.7, 6, 8.1 - 8.3, 10.7 - 10.8 and 11.1 - 11.2 under item 2.1 ( <i>List of Direct Sale Assets</i> ) of <b><u>Attachment 2</u></b> ) owned by each of Group 3 Sellers of Assets (collectively referred to as the “ <b>Group 3 Direct Sale Assets</b> ”)
<b>Key Conditions Precedent</b>	(1) The shareholders’ meeting of the Company has resolved to approve the sale of the Group 3 Direct Sale Assets by Group 3 Sellers of Assets to the Group 3 Purchasers of Assets;  (2) The shareholders’ meeting of BIG C has resolved to approve the sale of the Group 3 Direct Sale Assets owned by BIG C and its subsidiaries, being the Group 3 Sellers of Assets, to the Group 3 Purchasers of Assets; and  (3) The Group 3 Sellers of Assets have obtained consent from other relevant persons or counterparties, in the event that the Group 3 Sellers of Assets or their affiliates are obligated to obtain such consent prior to entering into this transaction (if any).
<b>Purchase Price</b>	Details of the purchase price of the Group 3 Direct Sale Assets are detailed in Items 1.3 - 1.4, 2.2 - 2.7, 6, 8.1 - 8.3, 10.7 - 10.8 and 11.1 - 11.2 under

	item 3.1 ( <i>Total Value of Consideration of the Direct Sale Assets</i> ) of <b><u>Attachment 3.</u></b>
<b>Payment Terms of Purchase Price</b>	The Group 3 Purchasers of Assets shall pay the purchase price for the Group 3 Direct Sale Assets to the Group 3 Sellers of Assets in cash and in full on the closing date.
<b>Fees and Relevant Taxes</b>	Each party agrees to equally share the transfer registration fee for the Group 3 Sale Assets (in the case where specific business tax is not applicable).  Additionally, each party agrees to be responsible for its own taxes and expenses arising from or in connection with the entry into this transaction.
<b>Other Key Conditions</b>	(1) The Group 3 Sellers of Assets shall transfer the ownership and hand over the possession of the Group 3 Direct Sale Assets as listed in items 2.2 – 2.7 under item 2.1 ( <i>List of Direct Sale Assets</i> ) of <b><u>Attachment 2</u></b> to the Purchaser within six months from the closing date.  (2) TGI and WG, the owners of the Group 3 Direct Sale Assets as listed in item 10.8 and 11.2 respectively, shall transfer the ownership of such assets to the Purchaser, and the Purchaser shall pay the purchase price for such assets to TGI on the closing date. TGI shall hand over the possession of such assets to the Purchaser within six months from the closing date. No rental fee shall be payable during the period prior to the handover of possession.
<b>Remarks</b>	Each of the Group 3 Sellers of Assets shall enter into a separate agreement of Land and Buildings Sale and Purchase Agreement with the Group 3 Purchasers of Assets, and the completion of each such agreement shall be independent from one another.

**Group 4: Land and Buildings Sale and Purchase Agreement with Lease-back Arrangement** (for the Direct Sale Assets items 7 and 9.2 under item 2.1 (*List of Direct Sale Assets*) of **Attachment 2**)

<b>Parties</b>	(1) BJB and RIL (collectively referred to as “ <b>Group 4 Sellers of Assets</b> ”) (as the sellers) and  (2) The Third-Party Purchaser and/or the Connected Person Purchaser (collectively referred to as the “ <b>Group 4 Purchasers of Assets</b> ”) (as the purchaser)
<b>Sale Assets</b>	Land and buildings (items 7 and 9.2 under item 2.1 ( <i>List of Direct Sale Assets</i> ) of <b><u>Attachment 2</u></b> ) owned by each of Group 4 Sellers of Assets, including fruits of the sale assets, real rights in the property, and/or encumbrances attached to such land (collectively referred to as the “ <b>Group 4 Sale Assets</b> ”)
<b>Key Conditions Precedent</b>	(1) The shareholders’ meeting of the Company has resolved to approve the sale of the Group 4 Direct Sale Assets by Group 4 Sellers of Assets to the Group 4 Purchasers of Assets; and  (2) The Group 4 Sellers of Assets have obtained consent from other relevant persons or counterparties, in the event that the Group 4 Sellers of Assets or their affiliates are obligated to obtain such consent prior to entering into this transaction (if any).

<b>Purchase Price</b>	The purchase price of the Group 4 Direct Sale Assets is detailed in items 7 and 9.2 under item 3.1 ( <i>Total Value of Consideration of the Direct Sale Assets</i> ) of <b>Attachment 3</b> .
<b>Payment Terms of Purchase Price</b>	The Group 4 Purchasers of Assets shall pay the purchase price for the Group 4 Direct Sale Assets to the Group 4 Sellers of Assets in cash and in full on the closing date.
<b>Fees and Relevant Taxes</b>	Each party agrees to equally share the transfer registration fee for the Group 4 Sale Assets (in the case where specific business tax is not applicable). Additionally, each party agrees to be responsible for its own taxes and expenses arising from or in connection with the entry into this transaction.
<b>Other Key Conditions</b>	The Group 4 Direct Sale Assets (item 7 and 9.2 under item 2.1 ( <i>List of Direct Sale Assets</i> ) of <b>Attachment 2</b> shall be leased back to the Group 4 Seller of Assets. The lease term and the details of rental fees shall be as specified in item 7 and 9.2 under item 3.1 ( <i>Total Value of Consideration of the Direct Sale Assets</i> ) of <b>Attachment 3</b> .
<b>Remarks</b>	Each Group 4 Sellers of Assets shall enter into a separate agreement of Land and Buildings Sale and Purchase Agreement with Lease-back Arrangement with the Group 4 Purchasers of Assets, and the completion of each such agreement shall be independent from one another.

## (2) Sale of BCX Ordinary Shares Transaction

BJCCON shall sell 41,400,000 ordinary shares of BCX held by BJCCON, representing 100.00 percent of the total issued shares of BCX, to the Purchaser. BJCCON shall enter into a share purchase agreement for the sale of BCX shares, with the key terms and conditions as follows:

<b>Parties</b>	(1) <b>BJCCON (as the seller)</b> (2) <b>The Third-Party Purchaser and/or the Connected Person Purchaser (collectively referred to as the “Group 5 Purchasers of Assets”)</b> (as the purchaser)
<b>Sale Shares</b>	41,400,000 ordinary shares of BCX (representing 100 percent of the total issued shares of BCX), with a par value of THB 10 per share. Whereby BCX holds two plots of land as set out in item 2.2(4) ( <i>Information regarding the Asset held by BCX</i> ) of <b>Attachment 2</b> .
<b>Key Conditions Precedent</b>	(1) The shareholders’ meeting of the Company has resolved to approve the Sale Shares by BJCCON to the Group 5 Purchasers of Assets; and (2) BJCCON has obtained consent from other relevant persons or counterparties, in the event that BJCCON or its affiliates are obligated to obtain such consent prior to entering into this transaction (if any).
<b>Purchase Price</b>	Details of the purchase price are specified in item 3.2 ( <i>Total Value of Consideration of the Sale Assets through the Sale of Shares in Subsidiaries</i> ) of <b>Attachment 3</b> .

<b>Payment Terms of Purchase Price</b>	The Group 5 Purchasers of Assets shall pay the purchase price for the Sale Shares to BJCCON in cash and in full on the closing date.
<b>Fees and Relevant Taxes</b>	Each party agrees to equally share the stamp duty in respect of sale and purchase the Sale Shares.  Additionally, each party agrees to be responsible for its own taxes and expenses arising from or in connection with the entry into this transaction.
<b>Remarks</b>	In the event that the Purchaser wishes to directly purchase the Assets of BCX (instead of acquiring the Sale Shares), BCX shall enter into agreement for the sale of Assets of BCX with such Purchaser, with the key terms and conditions as prescribed under the Group 3 Agreement ( <i>Land and Buildings Sale and Purchase Agreement</i> ).

#### 4. Details of Assets

The assets to be disposed of by the Company and its subsidiaries can be categorized by transaction type as follows:

##### (1) The Sale Assets under the Sale of Lands and Buildings Transaction

Please consider the details as set out in item 2.1 (*List of Direct Sale Assets*) of **Attachment 2**

##### (2) The Sale Assets under the Sale of BCX Ordinary Shares Transaction

Please consider the details as set out in item 2.2 (*List of Sale Assets through the Sale of Shares in a Subsidiary*) of **Attachment 2**.

In this regard, if the Purchaser wishes to acquire the assets held by BCX instead of acquiring the Sale Shares, the details of the sale assets are as set out in Item 2.2(4) (*Information regarding the Asset held by BCX*) of **Attachment 2**.

#### 5. Total Value of Consideration, Criteria for the Determination of the Total Value of Consideration, and Payment Terms

##### 5.1 Total Value of Consideration and Criteria for the Determination of the Total Value of Consideration

###### (1) Sale of Lands and Buildings Transaction

The total value of consideration for the Sale of Lands and Buildings Transaction to be received by the Sellers of Assets shall not be less than THB 11,016 million. The criteria used to determine the value of consideration is the purchase price, which shall not be lower than the average appraised value as appraised by two independent appraisers approved by the SEC, namely 15 Business Advisory Co., Ltd. and Knight Frank Chartered (Thailand) Co., Ltd.

The independent appraisers appraised the Direct Sale Assets, comprising vacant lands and lands with buildings, under the Sale of Lands and Buildings Transaction as of ~~31~~ 30 January 2026 and 27 January 2026, respectively. The appraised values are detailed in item 3.1 (*Total Value of Consideration of the Direct Sale Assets*) of **Attachment 3**.

## (2) Sale of BCX Ordinary Shares Transaction

The total value of consideration for the Sale Shares to be received by the Seller of Shares amounts to THB 715 million. The criteria used to determine the value of consideration is the purchase price, which shall not be lower than the fair value appraised using the adjusted book value approach of BCX.

The determination of the fair value of BCX was appraised using the Adjusted Book Value Approach, as such method adjusts the book value of BCX's shareholders' equity to fair value by adjusting the value of assets to market value as appraised by two independent appraisers approved by the SEC, namely 15 Business Advisory Company Limited and Knight Frank Chartered (Thailand) Company Limited, and net of deferred income tax arising from the revaluation surplus in accordance with Thai Accounting Standard No. 12: Re: Income Taxes.

In this regard, if the Purchaser wishes to acquire the assets held by BCX instead of acquiring the Sale Shares, the total value of consideration for the sale assets to be received by the Seller in this case shall not be less than THB 827.50 million. The criteria used to determine the value of consideration is the purchase price, which shall not be lower than the average appraised value as appraised by two independent appraisers approved by the SEC, namely 15 Business Advisory Co., Ltd. and Knight Frank Chartered (Thailand) Co., Ltd. The appraised value of the sale assets in this case is detailed in Item 3.2(2) (*Total Value of Consideration in the event of Selling Assets held by BCX instead of BCX Ordinary Shares*) of **Attachment 3**.

## 5.2 Payment Terms

The terms and conditions relating to the payment of the purchase price and the relevant fees are detailed in the summary table of key terms of the proposals under the headings “Payment Terms of Purchase Price” and “Fees and Relevant Taxes” as specified in Item 3 (*General Description of the Transactions*). The Company expects that the agreements relating to the Disposal of Assets Transactions will include the following payment terms:

- (1) **For the Direct Sale Assets:** Details are set out in the summary table of key terms of the relevant agreements under the headings “Payment Terms” and “Fees and Relevant Taxes” in Item 3(1) above.
- (2) **For the Sale Shares:** Details are set out in the summary table of key terms of the relevant agreements under the headings “Payment Terms” and “Fees and Relevant Taxes” in Item 3(2) above.

In this regard, if the Purchaser wishes to acquire the assets held by BCX instead of acquiring the Sale Shares, the terms and conditions relating to the payment of the purchase price and the relevant fees shall be as set out in the summary table of key terms of the proposals under the headings “Payment Terms of Purchase Price” and “Fees and Relevant Taxes” of Item 3(1), as such transaction will constitute the entry into the Group 3 Agreement (*Land and Buildings Sale and Purchase Agreement*).

## 6. Value of Assets Relating to the Disposal of Assets Transactions and Calculation of Transaction Size

### 6.1 Calculation of the Disposal of Assets Transactions Size under the Notifications on Acquisition or Disposal of Assets

#### (1) Sale of Lands and Buildings Transaction

When calculating the transaction size under the total value of consideration criterion, which results in the highest calculation of all criterions, the value of the transaction size equals 3.29 percent of the total assets of the Company, based on the consolidated financial statements of the Company audited by the certified accountant for the fiscal year ended 31 December 2025.

Criteria	Calculation Method	Transaction Size (Percentage)
1. Net tangible assets (NTA) criterion	Not applicable as this is the disposal of land and buildings.	-
2. Net operating profit criterion	Not applicable as this is the disposal of land and buildings.	-
3. Total value of consideration criterion	$\frac{\text{Total value of consideration from the Sale of Lands and Buildings Transaction}^1 \times 100}{\text{Total assets of the Company}^2}$	$\frac{\text{THB 11,016 million} \times 100}{\text{THB 334,491 million}}$ $= 3.29$
4. Value of Equity Shares Issued by the Company as Consideration	Not applicable as the Company has not issued new securities	-

**Remarks:**<sup>1</sup> Total value of consideration payable by the Purchaser to the Company and its subsidiaries as Sellers of Assets under the Sale of Lands and Buildings Transaction based on the assumption that the purchase price of all Direct Sale Assets equals to the average appraised value.

<sup>2</sup> Total assets of the Company calculated based on the consolidated financial statements of the Company audited by the certified accountant for the fiscal year ended 31 December 2025

#### (2) Sale of BCX Ordinary Shares Transaction

When calculating the transaction size based on the net tangible assets (NTA) criterion, which results in the highest calculation of all criterions, the transaction size equals 0.40 percent of the Company's net tangible assets (NTA), based on the consolidated financial statements of the Company audited by the certified accountant for the fiscal year ended 31 December 2025.

Criteria	Calculation Method	Transaction Size (Percentage)
1. Net tangible assets (NTA) criterion	$\frac{(\text{Net tangible assets of BCX}^1 \times \text{proportion disposed}) \times 100}{\text{Net tangible assets (NTA) of the Company}^2}$	$\frac{\text{THB 265 million} \times 100}{\text{THB 65,461 million}}$

Criteria	Calculation Method	Transaction Size (Percentage)
		= 0.40
2. Net operating profit criterion	Not applicable as BCX has a negative net profit	-
3. Total value of consideration criterion	$\frac{\text{Total value of consideration received}^{1/2} \times 100}{\text{Total assets of the Company}^{3/}}$	$\frac{\text{THB 715 million} \times 100}{\text{THB 334,491 million}} = 0.21$
4. Value of Ordinary Shares Issued by the Company as Consideration	Not applicable as the Company has not issued new securities	-

**Remarks:** <sup>1/</sup> Net tangible assets of BCX and net profit from operations of BCX calculated based on BCX's consolidated financial statements of the Company audited by the certified accountant for the fiscal year ended 31 December 2025.

<sup>2/</sup> The total value of consideration to be paid by the Purchaser to BJCCON, calculated on the assumption that the price of the Sale Shares is equal to the fair value determined under the adjusted book value approach of BCX.

<sup>3/</sup> Net tangible assets (NTA) of the Company, net profit from operations of the Company and total assets of the Company calculated based on the consolidated financial statements of the Company audited by certified accountant as of 31 December 2025.

In this regard, in the case of the direct sale of the Assets of BCX, the maximum transaction size shall be equal to 0.25 percent, calculated under the total value of consideration criterion and on the assumption that BJCCON will sell the Assets of BCX at the average appraised value.

In addition, the maximum transaction size of the two aforementioned transactions, when aggregated, is equal to 3.50 percent. The aggregated transaction size under each applicable calculation criterion is presented as set out below. In this regard, the Company and its subsidiaries have not entered into any other disposal of the assets transactions that are required to be aggregated for calculation under the Notifications on Acquisition or Disposal of Assets during the six-month period prior to the date on which the Board of Directors approved the entry into the transaction.

Calculation Criteria	Transaction Size (Percentage)
1. Net Tangible Assets Criterion (NTA)	0.40
2. Net Operating Profit Criterion	-
3. Total Consideration Criterion	3.50 <sup>1</sup>
4. Value of Equity Securities Issued as Consideration Criterion	-

<sup>1</sup> In the case where purchaser purchases the Assets of BCX instead of the Sale Shares, the highest transaction size of the Disposal of Assets Transactions through 33 Direct Sale Assets shall be equal to 3.54 percent under the total value of consideration criterion.

## 6.2 Calculation of the Size of the Connected Transaction under the Notifications on Connected Transaction

In the case of entering into the Disposal of Assets Transactions with the Connected Person Purchaser and such Purchaser purchases all the Sale Assets at the purchase price equals to the average appraised value, the transaction size of the Disposal of Assets Transactions (calculated with reference to the consolidated financial statements of the Company audited by the certified accountant for the fiscal year ended 31 December 2025), equals to 17.92 percent of the Company's net tangible assets (NTA), which exceeds 3 percent of the net tangible assets (NTA) (the Company and its subsidiaries have not entered into any other connected transactions required to be aggregated for calculation under the Notifications on Connected Transactions during the six-month period prior to the date on which the Board of Directors approved the entry into this transaction).

Criteria	Calculation Method	Transaction Size (Percentage)
$\frac{\text{(Total value of consideration}^{1/} \times 100)}{\text{Net tangible assets (NTA) of the Company}^{2/}}$	$\frac{\text{THB 11,731 million} \times 100}{\text{THB 65,461 million}}$	17.92

**Remarks:** <sup>1/</sup> Total value of consideration payable by the Purchaser to the Company and its subsidiaries, as the Sellers of Assets and the Seller of Shares under the Disposal of Assets Transactions, on the assumption that the purchase price of all Direct Sale Assets is equal to the average appraised value and the price of the Sale Shares is equal to the fair value appraised using the adjusted book value approach of BCX.

<sup>2/</sup> Net tangible assets (NTA) of the Company calculated based on the consolidated financial statements of the Company audited by the certified accountant for the fiscal year ended 31 December 2025.

## 7. Expected Benefits to the Company

The proceeds received from entering into the Disposal of Assets Transactions will enable the Company to reduce its interest-bearing debt, as part of the Deleveraging Plan of the Company, as the Company will utilize such proceeds to repay its existing debt, including debt incurred from the acquisition of MM Mega Market Vietnam (the "MMVN").

## 8. Plan for Utilization of Proceeds from the Disposal of Assets Transactions

The Company will utilize the proceeds from the Disposal of Assets Transactions to repay its existing debt, including debt incurred from the acquisition of the MMVN, thereby reducing its interest-bearing debt as part of the Deleveraging Plan of the Company.

## 9. Directors Having Interests and/or Being Connected Persons Who Did Not Attend and Vote at the Board of Directors' Meeting in the Agenda Item concerning the Entry into the Disposal of Assets Transactions with the Connected Person Purchaser

No.	Directors having interests or connected persons
1	Mr. Thapana Sirivadhanabhakdi
2	Mr. Aswin Techajareonvikul

No.	Directors having interests or connected persons
3	Mrs. Thapanee Techajareonvikul
4	Mr. Prapakon Thongtheppairot

#### 10. Opinion of the Board

The Board of Directors' Meeting No. 1/2026 held on Tuesday, 24 February 2026 (excluding directors having interests) has considered and opined that:

- (1) The Disposal of Assets Transactions are appropriate, reasonable and in the best interests of the Company and its shareholders as the proceeds to be received from the Disposal of Assets Transactions will reduce the Company's Net Debt / EBITDA ratio to approximately 6.34 times, from the current level of approximately 7.40 times. In this regard, excluding the impact on EBITDA from the estimated gain from sale of assets, the net debt to EBITDA (Net Debt / EBITDA) ratio would be approximately 7.63 times.
- (2) The value of the Sale Assets and the key terms and conditions of the sale proposal are appropriate and reasonable and do not constitute a transfer of benefits, i.e.,
  - 1) The purchase prices of the Direct Sale Assets are not lower than the average appraised value as determined by two independent appraisers, which the independent financial advisor considers to be appropriate; and
  - 2) The purchase price of the BCX ordinary shares is not lower than the fair value appraised using the adjusted book value approach of BCX; and
  - 3) The key conditions of the sale proposal to the Purchaser, who is a third-party or the Connected Person, are the same.

For the reasons stated above, the Board of Directors has resolved to approve the Disposal of Assets Transactions and to propose such matter to the 2026 Annual General Meeting of Shareholders for further consideration and approval.

#### 11. Opinion of the Audit Committee and/or Directors which Differs from that of the Board of Directors

- None -

#### 12. Responsibility of the Board of Directors with respect to the Information in the Documents Delivered to the Shareholders

The Board of Directors is responsible for the information contained in this Information Memorandum and other documents delivered to the shareholders of the Company. In this regard, the Board of Directors has carefully reviewed the information presented to them and hereby certifies that the information contained in this Information Memorandum and other documents delivered to the shareholders of the Company is accurate, complete and contains no false statements, no material facts which are necessary for or must be included in the Information Memorandum have been omitted; as well as does not contain any statements which misleads other individuals on material matters.

#### 13. Opinion of an Independent Expert in the Disposal of Assets Transactions

The Company has appointed two independent appraisers approved by the Office of the Securities and Exchange Commission, namely 15 Business Advisory Co., Ltd. and Knight Frank

Chartered (Thailand) Co., Ltd., to appraise the Direct Sale Assets, which consist of vacant lands and lands with buildings, under the Sale of Lands and Buildings Transaction as of ~~31~~ 30 January 2026 and 27 January 2026, respectively. The appraised values determined by the independent appraisers are detailed in Item 3.1 (*Total Value of Consideration of the Direct Sale Assets*) of **Attachment 3**.

#### **14. Opinions of the Independent Financial Advisors**

The Company has appointed Jay Capital Advisory Limited, a financial advisor approved by the SEC, to act as the independent financial advisor to provide its opinion on the Disposal of Assets Transactions. The Opinions of the Independent Financial Advisory are detailed in the Report on Opinions of the Independent Financial Advisors for the Connected Transaction and the Assets Disposition Transaction of Berli Jucker Public Company Limited (IFA Report) (**Enclosure 3**)

#### **15. Liability of the Company**

##### **15.1 The total amount of debt instruments of the Company having been issued and those not having been issued as approved by the shareholders' meeting and authorized to the Board of Directors to consider and issue as deemed appropriate**

The Company has an approved limit for the issuance and offering of debt instruments in the total amount of THB 160,000 million, comprising THB 150,000 million for the issuance and offering of debentures and THB 10,000 million for the issuance and offering of bills of exchange. As of 31 December 2025, the Company issued and offered debentures totaling THB 89,000 million, leaving the remaining available limit for the issuance and offering of debentures of THB 61,000 million. The Company has no outstanding bills of exchange.

##### **15.2 The total of loans with specific periods and collateral as of 31 December 2025**

As of 31 December 2025, the Company has outstanding loan obligations totaling THB 47,824 million.

##### **15.3 The total value of debts in the other categories (including Overdrafts) and collateral as of 31 December 2025**

As of 31 December 2025, the Company has no debt in other categories.

##### **15.4 Contingent Liabilities**

Please consider the Contingent Liabilities as disclosed in the remark to the Company's consolidated financial statements for the year ended 31 December 2025 under Part 3 (Financial Statements), items 4 and 39 of the Annual Report 2025 (Form 56-1 One Report) (in QR Code format) (Enclosure 4), which has been enclosed with the Invitation to the 2026 Annual General Meeting of Shareholders and published on the Company's website at [www.bjc.co.th](http://www.bjc.co.th).

#### **16. Information of the Company and Business Nature**

##### **16.1 Information of the Company**

<b>Company Name</b>	Berli Jucker Public Company Limited
<b>Business Nature</b>	Manufacture of glass containers and glass tableware.
<b>Registered Number</b>	0107536000226

<b>Registered Office</b>	No. 99 Soi Rubia, Sukhumvit 42 Road, Phraканong Sub-District, Klongtoey District, Bangkok	
<b>Registered Capital (As of 24 March 2026)</b>	THB 4,114,626,699.00	
<b>Paid-up Capital (As of 24 March 2026)</b>	THB 4,007,796,699.00	
<b>Board of Director</b>	1) Mr. Pirom Kamolratanakul	Chairman of the Board, Independent Director
	2) Mrs. Thapanee Techajareonvikul	Chief Executive Officer, President, Director
	3) Mr. Thapana Sirivadhanabhakdi	1 <sup>st</sup> Vice Chairman of the Board of Directors
	4) Mr. Tevin Vongvanich	Vice Chairman of the Board of Directors
	5) Mr. Thirasakdi Nathikanchanalab	Director
	6) Mr. Prapakon Thongtheppairot	Director
	7) Mr. Prasert Maekwatana	Director
	8) Mr. Aswin Techajareonvikul	Director
	9) Pol.Gen. Krisna Polananta	Independent Director, Audit Committee Member
	10) Mr. Kamjorn Tatiyakavee	Independent Director
	11) Ms. Potjaneer Thanavarant	Independent Director, Chairman of the Audit Committee
	12) Mrs. Pimpana Srisawadi	Independent Director, Audit Committee Member
	13) Mr. Rungson Sriworasat	Independent Director

## 16.2 Business Operations and Nature of Business of the Company, Subsidiaries and Associates

The Company is a leading company in the Association of Southeast Asia Nations (ASEAN) engaging in packaging, consumer product, healthcare and modern retail business, committing to achieve excellence in developing high-quality products and services across the entire value chain, from upstream to downstream and is a leader in the distribution of customer products used in daily life to sustainably meet customers' needs. The Company, its subsidiaries, associates and joint ventures

(collectively referred to as the “**Group**”) operate core businesses and have continuously expanded their operations. Currently, the Company operates in four business segments as follows.

(1) Modern Retail Supply Chain

The Group operates a modern retail supply chain with branches located throughout Thailand and overseas, integrating all sales channels (Omni-Channel) through both physical and online stores, and also provides rental spaces for various shops to serve as comprehensive shopping and service centers. In addition, the Group operates wholesale business, which involves business-to-business (B2B) transactions, bookstore business, coffee shop business and pharmacy business.

(2) Packaging Supply Chain

The Group engages in design, manufacturing, marketing, distribution, and sales of packaging products, including glass containers, aluminum cans, and rigid plastic containers.

(3) Consumer Supply Chain

The Group engages in the manufacturing, marketing, and distribution of consumer products, both under the Company’s own brands and products distributed by the Group. The products are divided into four main categories, namely, food products, personal care and household products, logistics management, and manufacturing and distribution businesses in Vietnam.

(4) Healthcare & Technical Supply Chain

The healthcare supply chain distributes pharmaceutical products and services, including pharmaceutical and medical devices from renowned brands worldwide. Meanwhile, the technical supply chain offers technical products and services to customers, including industrial chemicals, engineering tools and equipment and printing technology products.

### **16.3 Business Outlook of the Company, Subsidiaries and Associates**

The Company is committed to pursuing a policy of expanding its business to cover upstream, midstream and downstream operations, as well as other related businesses, to create connectivity both in Thailand and in the region. The Company also focuses on expanding from existing businesses and continuously seeking opportunities in related businesses in both domestic and international markets where the Company has established investment base and strong expertise. Furthermore, the Company is committed to research, product development, expanding sales channels to be comprehensive and developing new innovations.

In addition, to strengthen the Company’s leadership position in the region, particularly in Indochina countries, the Company is committed to enhancing connectivity across production bases, transportation systems and distribution networks of the Group in various countries, as well as seeking business partners, expanding trade partner networks and developing comprehensive marketing and sales channels that reach a broader customer base.

## **17. Summary of the Financial Statements for the Past 3 Years, Including Explanations and Analysis of Operating Results and Financial Position**

### **17.1 Summary of the Financial Statements for the Past 3 Years**

## 1) Consolidated Financial Statements of the Company

Consolidated Financial Statements (Unit: Million Baht)	As of 31 December		
	2023	2024	2025
<b><u>Current assets</u></b>			
Cash and cash equivalents	4,857	5,144	4,133
Trade and other receivables			
Trade receivables	9,588	10,059	10,515
Other current receivables	7,473	7,190	5,960
Supplier receivables and tenant receivables	2,316	2,242	2,581
Short-term loans to related parties	277	277	257
Long-term loans to related parties due within one year	0	0	0
Inventories	22,338	21,701	20,237
Other current financial assets	462	382	278
Other current assets	104	100	117
<b>Total current assets</b>	<b>47,416</b>	<b>47,094</b>	<b>44,077</b>
<b><u>Non-current assets</u></b>			
Other non-current financial assets	377	289	220
Investments in the subsidiary	0	0	0
Investments in an associate	104	107	108
Investments in joint ventures	2,636	2,490	2,470
Long-term loans to related parties	33	33	31
Investment properties	45,822	43,973	44,297
Property, plant, and equipment	62,854	64,037	65,707
Right-of-use assets	16,687	15,766	14,693
Goodwill	157,829	157,821	157,792
Other intangible assets other than goodwill	2,735	2,787	2,822
Deferred tax assets	602	773	633
Other non-current assets	1,875	1,842	1,639
<b>Total non-current assets</b>	<b>291,554</b>	<b>289,918</b>	<b>290,413</b>
<b>Total assets</b>	<b>338,970</b>	<b>337,012</b>	<b>334,491</b>
<b><u>Current liabilities</u></b>			
Short-term borrowings from financial institutions	5,904	5,844	5,355
Trade and other payables			

Consolidated Financial Statements (Unit: Million Baht)	As of 31 December		
	2023	2024	2025
Trade payables	23,118	23,847	23,213
Other payables	9,763	9,897	9,771
Current portion of unearned leasehold rights	67	65	97
Current portion of long-term borrowings from financial institutions	6,578	17,081	8,073
Current portion of debentures	23,253	8,999	19,998
Current portion of lease liabilities	1,135	1,118	1,113
Short-term borrowings from related parties	5	5	5
Income tax payable	565	772	738
Other current financial liabilities	531	518	1,755
Other current liabilities	526	488	567
<b>Total current liabilities</b>	<b>71,445</b>	<b>68,634</b>	<b>70,686</b>
<b><u>Non-current liabilities</u></b>			
Unearned leasehold rights	433	402	374
Long-term borrowings from financial institutions	47,548	28,794	39,751
Leases liabilities	15,800	15,451	16,932
Debentures	65,969	83,673	68,794
Deferred tax liabilities	7,879	7,796	7,320
Non-current provisions for employee benefit	1,663	1,906	1,794
Other non-current liabilities	2,337	4,154	2,222
<b>Total non-current liabilities</b>	<b>141,629</b>	<b>142,176</b>	<b>137,188</b>
<b>Total liabilities</b>	<b>213,074</b>	<b>210,810</b>	<b>207,874</b>
<b><u>Shareholders' equity</u></b>			
Share Capital			
Authorized share capital			
4,114,626,699 Ordinary Shares with a par value of THB 1 per share	4,115	4,115	4,115
Issued and paid share capital			
4,007,796,699 Ordinary Shares with a par value of THB 1 per share	4,008	4,008	4,008
Share premium	85,926	85,926	85,926
Other surpluses (deficit)			

Consolidated Financial Statements (Unit: Million Baht)	As of 31 December		
	2023	2024	2025
Deficit arising from business combination under common control	(830,406,297)	(844,179,789)	(844,179,789)
Surplus arising from change in ownership interest in subsidiaries	578	569	570
Donated surplus	37	37	37
Expired warrant surplus	150	343	343
Surplus on disposals of Company's shares held by a subsidiary	32	32	32
Warrants	193	0	0
Retained earnings			
Appropriated			
Legal reserve	411	411	411
Reserve for business expansion	87	87	87
Unappropriated	29,399	30,103	31,182
Other components of shareholders' equity	(326)	(674)	(1,428)
<b>Total shareholders' equity attributable to owners of parent</b>	<b>119,665</b>	<b>119,999</b>	<b>120,325</b>
Non-controlling interests	6,230	6,203	6,292
<b>Total shareholders' equity</b>	<b>125,896</b>	<b>126,202</b>	<b>126,617</b>
<b>Total liabilities and shareholders' equity</b>	<b>338,970</b>	<b>337,012</b>	<b>334,491</b>

## 2) Statement of Comprehensive Income of the Company

Statement of Comprehensive Income (Unit: Million Baht)	As of December 31,		
	2023	2024	2025
<b><u>Revenues</u></b>			
Revenue from sale of goods and rendering of services	154,672	157,727	154,020
Net foreign exchange gain	85	45	0
Dividend received	0	0	0
Interest received	43	67	82
Other income	13,230	13,086	12,521
<b>Total revenues</b>	<b>168,030</b>	<b>170,925</b>	<b>166,623</b>
<b><u>Expenses</u></b>			
Cost of sale of goods and rendering of services	124,628	125,764	122,572

Statement of Comprehensive Income (Unit: Million Baht)	As of December 31,		
	2023	2024	2025
Distribution costs	26,575	26,834	26,274
Administrative expenses	5,075	5,312	5,900
Net foreign exchange loss	0	0	109
<b>Total expenses</b>	<b>156,278</b>	<b>157,910</b>	<b>154,855</b>
<b>Profit from operating activities</b>	<b>11,752</b>	<b>13,015</b>	<b>11,768</b>
Financing costs	(5,338)	(5,669)	(5,427)
Share of profit of an associate accounted for using equity method	5	7	7
Share of profit (loss) of joint ventures accounted for using equity method	(205)	(91)	92
<b>Profit before income tax expense</b>	<b>6,214</b>	<b>7,262</b>	<b>6,440</b>
Income tax expense	(503)	(2,272)	(1,527)
<b>Profit for the years</b>	<b>5,712</b>	<b>4,990</b>	<b>4,914</b>
<b><i>Other comprehensive income</i></b>			
Components of other comprehensive income that will be reclassified to profit or loss			
Exchange differences on translating financial statements	(171)	(558)	(562)
Gain (loss) on cash flow hedges	(146)	(100)	(391)
Share of other comprehensive income (loss) of joint venture using equity method	(23)	(27)	(81)
Income tax relating to components of other comprehensive income that will be reclassified to profit or loss	29	20	78
	<b>(311)</b>	<b>(666)</b>	<b>(956)</b>
Components of other comprehensive income that will not be reclassified to profit or loss			
Share of other comprehensive income (loss) of joint venture using equity method	3	0	0
Actuarial gain (loss)	85	(118)	(113)
Income tax relating to components of other comprehensive income that will not be reclassified to profit or loss	(17)	23	23
	<b>71</b>	<b>(95)</b>	<b>(90)</b>
<b>Other comprehensive income (loss) for the years – net of tax</b>	<b>(240)</b>	<b>(760)</b>	<b>(1,046)</b>

Statement of Comprehensive Income (Unit: Million Baht)	As of December 31,		
	2023	2024	2025
<b>Total comprehensive income for the years</b>	<b>5,472</b>	<b>4,230</b>	<b>3,867</b>
<b><u>Profit attributable to</u></b>			
Owners of parent	4,795	4,001	4,011
Non-controlling interests	917	989	903
<b>Profit for the years</b>	<b>5,712</b>	<b>4,990</b>	<b>4,914</b>
<b><u>Total comprehensive income attributable to</u></b>			
Owners of parent	4,578	3,562	3,171
Non-controlling interest	893	668	697
<b>Total comprehensive income for the years</b>	<b>5,472</b>	<b>4,230</b>	<b>3,867</b>
Weighted average of ordinary shares (shares)	4,008	4,008	4,008
<b>Earnings per share (Baht)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

### 3) Statement of Cash Flow of the Company

Statement of Cash Flow (Unit: Million Baht)	As of December 31,		
	2023	2024	2025
<b><u>Cash flows from operating activities</u></b>			
Profit for the years	5,712	4,990	4,914
<b><u>Adjustments for</u></b>			
Income tax expense	503	2,272	1,527
Depreciation	8,839	9,248	9,049
Amortization of other intangible assets other than goodwill	145	141	160
Unearned leasehold rights recognized during the years	(83)	(79)	(73)
Interest received	(43)	(67)	(82)
Finance costs	5,338	5,669	5,427
Dividend income	0	0	0
Reversal of bad debts expense and expected credit loss	(21)	(68)	76
Loss from obsolete and slow-moving inventories (reversal)	14	(100)	17
Employee benefit expenses	250	280	108
Unrealized loss (gain) on exchange rate	(801)	57	(842)

Statement of Cash Flow (Unit: Million Baht)	As of December 31,		
	2023	2024	2025
Unrealized loss (gain) on fair value of derivative	771	5	953
Gain on disposal of investment properties			
property, plant and equipment and other intangible assets other than goodwill	(6)	(10)	(109)
Loss (gain) on write-off of right-of-use assets			
property, plant and equipment and other intangible assets other than goodwill	20	6	84
Loss from impairment on right-of-use assets			
property, plant and equipment and other intangible assets other than goodwill (reversal)	107	(8)	265
Impairment loss on investments in subsidiaries	0	0	0
Gain on disposal of investments in subsidiaries	0	0	0
Share of profit of associates accounted for using the equity method	(5)	(7)	(7)
Share of (profit) loss of joint ventures accounted for using the equity method	205	91	(92)
	20,944	22,488	21,376
<b><i>Changes in operating assets and liabilities</i></b>			
Trade receivables	(88)	(480)	(536)
Other Receivables	55	99	13
Supplier receivables and tenant receivables	(212)	86	(330)
Inventories	2,078	737	1,447
Other current assets	(21)	31	(14)
Other non-current assets	198	113	224
Trade payables	(1,322)	684	(635)
Other payables	(1)	588	(739)
Other current liabilities	42	(60)	80
Employee benefit obligations paid during the years	(270)	(156)	(333)
Other non-current liabilities	184	42	(36)
Cash provided by operating activities	21,586	24,172	20,517
Income tax paid	(1,730)	(2,060)	(558)
<b>Net cash provided by operating activities</b>	<b>19,856</b>	<b>22,111</b>	<b>19,959</b>
<b><i>Cash flows from investing activities</i></b>			
Interest received	47	67	79

Statement of Cash Flow (Unit: Million Baht)	As of December 31,		
	2023	2024	2025
Dividends received	6	32	38
Cash paid for purchase of right-of-use assets, investment properties and property, plant and equipment	(8,866)	(5,632)	(8,978)
Proceeds from disposal of investment properties and property, plant, equipment, and other intangible assets other than goodwill	95	68	190
Cash paid for purchase of other intangible assets other than goodwill	(185)	(170)	(206)
Cash paid for short-term loans to a related party	(242)	0	0
Cash received for short-term loan to a related party	0	0	0
Cash paid for long-term loan to a related party	0	0	0
Cash received for long-term loan to a related party	0	0	0
Net cash paid for investment in subsidiaries	0	(15)	0
Cash paid for investment in subsidiaries	0	0	0
Cash paid for business acquisition	(245)	0	0
Net proceeds from sale of investment in subsidiaries	0	0	0
Cash paid for purchase of subsidiaries from non-controlling interest	(4)	(1)	0
Cash paid for purchase of other financial assets	(67)	(110)	(27)
Proceeds from disposal of other current financial assets	51	61	0
<b>Net cash used in investing activities</b>	<b>(9,412)</b>	<b>(5,702)</b>	<b>(8,905)</b>
<b><i>Cash flows from financing activities</i></b>			
Finance cost paid	(4,685)	(4,913)	(4,472)
Dividends paid to owners of parent	(3,206)	(3,206)	(2,845)
Dividends of subsidiaries paid to non-controlling interests	(519)	(692)	(612)
Proceeds of short-term borrowings from financial institutions	201,604	78,251	40,754
Repayment of short-term borrowings from financial institutions	(197,732)	(78,295)	(41,218)
Proceeds of short-term borrowings from related parties	0	0	0
Repayment of short-term borrowings from related parties	0	0	0

Statement of Cash Flow (Unit: Million Baht)	As of December 31,		
	2023	2024	2025
Proceeds from long-term borrowings from financial institutions	19,544	9,334	20,000
Repayment of long-term borrowing from financial institutions	(9,586)	(17,574)	(17,088)
Proceeds from issuance of debentures	2,000	26,650	16,000
Repayment of debentures	(15,100)	(23,257)	(20,003)
Repayment of lease liabilities	(1,970)	(2,266)	(2,254)
Proceeds from capital decrease in subsidiaries	0	0	0
<b>Net cash used in financing activities</b>	<b>(9,650)</b>	<b>(15,968)</b>	<b>(11,738)</b>
Net increase (decrease) in cash and cash equivalent	794	442	(684)
Cash and cash equivalent at 1 January	4,162	4,857	5,144
Effect of exchange rate changes held in foreign currencies	(100)	(154)	(326)
<b>Net cash and cash equivalent at 31 December 31</b>	<b>4,857</b>	<b>5,144</b>	<b>4,133</b>

**18. Management Discussion and Analysis of Operating Results and Financial Position for the Year 2025**

Please consider the Management Discussion and Analysis of Operating Results and Financial Position for the year 2025, as specified in the Management Discussion and Analysis (MD&A) section under Part 1 (Group Structure and Operation) of the 2025 Annual Report (Form 56-1 One Report) (in QR Code format) (Enclosure 4), which has been enclosed with the Invitation to the 2026 Annual General Meeting of Shareholders and published on the Company's website at [www.bjc.co.th](http://www.bjc.co.th).

**19. Risk Factors That May Affect the Company's Profit**

Please consider the risk factors that may affect the Company's profitability, as specified under the section 'Risk Factors Affecting the Company's Profitability' in Part 1 (Group Structure and Operation) of the 2025 Annual Report (Form 56-1 One Report) (in QR Code format) (Enclosure 4), which has been enclosed with the Invitation to the 2026 Annual General Meeting of Shareholders and published on the Company's website at [www.bjc.co.th](http://www.bjc.co.th).

**20. Financial Projections for the Current Year (if any)**

- None -

**21. Top 10 list of Executives and Shareholders of the Company as of the Record Date on 24 March 2026**

**21.1 List of Executives as of 24 March 2026**

No.	Name	Position
1	Mrs. Thapanee Techajareonvikul	Chief Executive Officer and President / Chairman of the Management Board
2	Mr. Aswin Techajareonvikul	Vice Chairman of the Management Board
3	Mr. Wichian Rungwattanakit	Management Board
4	Mr. Tul Wongsuphasawat	Management Board
5	Ms. Anchalee Rimwiriyasarp	Management Board
6	Mrs. Hemawan Poonphol	Management Board
7	Ms. Jiraporn Chaisombat	Management Board
8	Ms. Narintorn Chaichanawichit	Management Board
9	Ms. Teerawan Srisuk	Management Board
10	Mr. Ekkachai Phusanapong	Management Board
11	Mr. Surachai Hirannithichai	Management Board
12	Mrs. Kamonwan Sivaraks	Management Board and Secretary of the Management Board

**21.2 Top 10 Shareholders of the Company as of 24 March 2026**

No.	Name	Number of shares (Share(s))	Shareholding (%)
1	TCC Corporation Limited	1,830,730,550	45.68
2	TCC Holdings (2519) Company Limited	1,175,089,800	29.32
3	Social Security Office	164,191,200	4.10
4	RAFFLES NOMINEES (PTE) LIMITED	157,094,900	3.92
5	THE BANK OF NEW YORK (NOMINEES) LIMITED	103,375,800	2.58
6	Vayupak Fund 1	82,148,700	2.05
7	Thai NVDR Company Limited	67,740,456	1.69
8	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	21,958,235	0.55
9	THE HONGKONG AND SHANGHAI BANKING CORPORATION LIMITED, SINGAPORE BRANCH	20,000,000	0.50
10	J.P. MORGAN SECURITIES PLC	8,432,253	0.21

**22. List and Number of Shares of Shareholders Not Entitled to Vote**

Connected persons and/or interested shareholders who are not entitled to vote are as follows:

No.	Name	Number of shares (Share(s))	Shareholding (%)
1	TCC Corporation Limited	1,830,730,550	45.68
2	TCC Holdings (2519) Company Limited	1,175,089,800	29.32

**23. Other Information That May Materially Affect Investor Decisions (If any)**

- None -

**24. Opinion of the Board of Directors on the Reasonableness and Maximum Benefit to the Company of the Connected Transaction Compared to Entering into a Transaction with an Independent Third Party**

The opinion of the Board of Directors regarding the entry into the connected transaction is as set out in Clause 10 of this Information Memorandum.

**25. Opinion of the Audit Committee and/or Directors of the Company Differing from the Opinion of the Board of Directors in Clause 24**

- None -

**26. Material Litigation or Claims Currently Pending**

As of 31 December 2025, to the present, the Company and its subsidiaries are not involved in any disputes or litigation or other legal proceedings that would have a negative impact on the assets of the Company or its subsidiaries in an amount exceeding 5 percent of shareholders' equity according to the Company's consolidated financial statements as at 31 December 2025.

**27. Benefit or Related Party Transactions between the Company and Directors, Management, or Shareholders Holding 10% or More of The Shares, Whether Directly or Indirectly**

For the year ended 31 December 2025 and 31 December 2024, the Company had significant business transactions with related parties, as disclosed in the remarks of the consolidated financial statements and the separate financial statements of the Company regarding transactions with related parties. The significant transactions, together with the details thereof, are set out in **Attachment 4** (*List of Significant Business with Related Parties*).

**28. Material Contracts in the Past 2 Years**

- None -

**29. Proxy Form**

Shareholders may appoint any of the Audit Committee members as their proxy to vote at the 2026 Annual General Meeting of Shareholder. The list and detail of the Independent Directors proposed to be appointed as proxies from shareholders, together with the proxy form, are provided in Enclosure 12, which has been enclosed with the Invitation to the 2026 Annual General Meeting of Shareholders and published on the Company's website at [www.bjc.co.th](http://www.bjc.co.th).

**Attachment 1**  
**List of Relevant Subsidiaries**

No.	Defined Term	Full Name	Company's Direct and Indirect Shareholding (Percent)
1	BIG C	Big C Supercenter Public Company Limited	99.96
2	BJCCON	BJC Consumer Company Limited	100.00
3	BJS	Berli Jucker Specialties Company Limited	99.15
4	MARBLE	Marble & Stones Company Limited	100.00
5	WAT7	Watanasub Pattana 7 Company Limited	99.96
6	BJF	Berli Jucker Foods Limited	100.00
7	T9	Big C Asset Company Limited	99.96
8	RIL	Rubia Industries Company Limited	99.85
9	TGI	Thai Glass Industries Public Company Limited	98.63
10	WG	White Group Public Company Limited	97.16
11	BCX	BCX Company Limited	100.00

**Attachment 2**  
**List of Sale Assets**

**2.1 List of the Direct Sale Assets**

No.	Description of Land and Buildings	Location	Title Deed No.	Area		
				Rai	Ngan	Square Wah
<b>1</b>	<b>List of the Sale Assets of the Company</b>					
	1.1 Vacant Land	Bang Ya Phraek Sub-District, Phra Pradaeng District, Samut Prakan Province	2133 (Partial Area)	5	3	91
			2140	2	0	21
			4437	1	2	91
			5549	3	0	79
	1.2 Vacant Land	Bang Ya Phraek Sub-District, Phra Pradaeng District, Samut Prakan Province	2133 (Partial Area)	5	3	91
			2184	2	0	83
			5065	2	3	26
	1.3 Land and Buildings	Rat Burana Sub-District, Rat Burana District, Bangkok	3216	9	1	66
	1.4 Land and Buildings (Villa)	Taling Ngam Sub-District, Koh Samui District, Surat Thani Province	12078	0	1	6.5
<b>2</b>	<b>List of the Sale Assets of Big C</b>					
	2.1 Vacant Land	Bang Non Sub-District, Muang District, Ranong Province	10475	32	0	24.7

No.	Description of Land and Buildings	Location	Title Deed No.	Area		
				Rai	Ngan	Square Wah
2.2	Land and Buildings (Hypermarket)	Wang Nam Yen Sub-District, Wang Nam Yen District, Sa Kaeo Province	355	15	0	0
			10433	27	1	90
2.3	Land and Buildings (Hypermarket)	Saen Suk Sub-District, Warin Chamrap District, Ubon Ratchathani Province	33885	4	3	84
			39215	1	2	22
			39216	10	2	37
			49730	10	0	1
2.4	Land and Buildings (Hypermarket)	Khlong Nueng Sub-District, Khlong Luang District, Pathum Thani Province	54624	26	3	17
2.5	Land and Buildings (Hypermarket)	Dan Khun Thot Sub-District, Dan Khun Thot District, Nakhon Ratchasima Province	7100	7	1	2.3
			7101	7	0	0.5
			37251	1	1	63
2.6	Land and Buildings (Hypermarket)	Samran Sub-District, Muang District, Yasothon Province	5901	2	2	59
			37483	11	0	50
			40438	3	1	46.4
			49585	0	3	16.8
			49586	0	3	16.8
			56015	2	1	40
			59124	8	3	51
			9806	1	3	57.5

No.	Description of Land and Buildings	Location	Title Deed No.	Area		
				Rai	Ngan	Square Wah
	2.7 Land and Buildings (Hypermarket)	Kerng Sub-District, Muang District, Mahasarakham Province	25026	0	2	22
			25027	3	0	0
			42109	3	0	0
			63569	0	1	4.9
			63570	0	1	4.9
			63571	0	1	4.9
			63572	0	1	5
			66031	2	0	79
			71871	3	0	63
			74712	4	1	29
			74713	2	0	94
			75917	0	0	71
			75918	1	3	76
			75919	1	0	14
			75920	3	1	67
			75921	1	3	13
75922	3	1	19			
75924	0	0	44			
<b>3</b>	<b>List of the Sale Assets of BJCCON</b>					
	Vacant Land	Songkon Sub-District, Kaengkoi District, Saraburi Province	48273	6	2	80

No.	Description of Land and Buildings	Location	Title Deed No.	Area		
				Rai	Ngan	Square Wah
4	<b>List of the Sale Assets of BJS</b>					
	Vacant Land	Laem Fa Pha Sub-District, Phra Samut Chedi District, Samut Prakan Province	Nor.Sor. 3 100	6	2	78.0
			Nor.Sor. 3 101	0	0	60.0
5	<b>List of the Sale Assets of MARBLE</b>					
	5.1 Vacant Land	Songkon Sub-District, Kaengkoi District, Saraburi Province	48286	69	3	85
	5.2 Vacant Land	Nong Kae Sub-District, Hua Hin District, Prachuap Khiri Khan Province	4312	3	1	81
6	<b>List of the Sale Assets of WAT7</b>					
	Land and Buildings (2-Story House)	Kheawa Rai Sub-District, Kosum Phisai District, Mahasarakham Province	17315	4	1	96
			17317	14	0	66
			17318	12	2	77
			17319	14	2	80
			19327	10	2	63
			29592	3	2	52
			29593	9	3	19
			31551	8	3	63
			70657	4	1	50.9
			70658	3	0	16.1
70659			5	2	92	
7	<b>List of the Sale Assets of BJF</b>					
			5345	5	3	56

No.	Description of Land and Buildings	Location	Title Deed No.	Area		
				Rai	Ngan	Square Wah
	Land and Buildings (Production Factory and Warehouse)	Bang Sao Thong Sub-District, Bang Sao Thong District, Samut Prakan Province	56916	9	1	13
<b>8</b>	<b>List of the Sale Assets of T9</b>					
8.1	Land and Buildings (Hypermarket)	Nadee Sub-District, Muang District, Udon Thani Province	23709	19	2	53.6
8.2	Land and Buildings (Hypermarket)	Tha Sala Sub-District, Muang District, Lopburi Province	12561	2	1	79
			17092	9	2	34
			21090	2	0	44
			22869	0	0	86
			22870	0	0	87
			22871	0	1	6
			22957	0	0	10
			22958	0	0	9
			57386	0	1	90
			70413	0	0	97
8.3	Land and Buildings (Hypermarket)	Wang Pai Sub-District, Muang District, Chumphon Province	2803	5	1	38.1
			3337	3	1	65.2
			3547	6	0	95.5
			4196	1	3	7.3

No.	Description of Land and Buildings	Location	Title Deed No.	Area		
				Rai	Ngan	Square Wah
			22774	0	3	3.9
			22775	0	3	91.6
			22776	0	2	24.5
			22777	0	2	27.1
			22778	0	2	99.3
			22779	0	2	13.4
			71014	0	3	63.4
			71016	0	1	43.
<b>9</b>	<b>List of the Sale Assets of RIL</b>					
	9.1 Vacant Land and Buildings	Khlung Khut Sub-District, Tha Mai District, Chanthaburi Province	47396	4	3	42.5
			55822	4	2	80.9
	9.2 Land and Buildings (Production Factory and Warehouse)	Bang Ya Phraek Sub-District, Phra Pradaeng District, Samut Prakan Province	2488	4	0	56
			2490	2	0	3
			5712	1	1	64
			16493	0	2	97
			19693	0	0	4
			19694	0	1	26
			254209	1	3	48
<b>10</b>	<b>List of the Sale Assets of TGI</b>					
	10.1 Vacant Land	Dan Swee Sub-District, Swee District, Chumphon Province	18667	74	1	34.9
			18916	50	1	87.6

No.	Description of Land and Buildings	Location	Title Deed No.	Area		
				Rai	Ngan	Square Wah
			19525	7	2	48.6
			19526	4	1	69
	10.2 Vacant Land	Bangnumjeud Sub-District, Lang Suan District, Chumphon Province	21533	22	2	74
			21534	21	3	83
			21535	13	1	62
			21842	13	1	76
			27630	40	3	59.2
			27631	5	3	37.1
			27632	11	0	72.9
			27633	7	0	98.5
			27634	9	1	2.3
			27635	12	2	66.4
			21536	11	2	64
			21537	11	1	54
			21838	14	2	60
	10.3 Vacant Land	Sanam Chai Sub-District, Na Yai Am District, Chanthaburi Province	17845	13	0	60
			17849	9	2	0
	10.4 Vacant Land	Mai Rood Sub-District, Khlong Yai District, Trat Province	134	18	2	91.1
			157	58	2	39
			135	15	1	8.7
	10.5 Vacant Land	Sak Pong Sub-District, Klaeng District, Rayong Province	2732	39	3	56.3

No.	Description of Land and Buildings	Location	Title Deed No.	Area		
				Rai	Ngan	Square Wah
	10.6 Vacant Land	Klaeng Sub-District, Muang District, Rayong Province	87878	11	1	9.8
	10.7 Land and Buildings (Vacation Home)	Cha-Am Sub-District, Cha-Am District, Phetchaburi Province	27481	0	0	45
	10.8 Land and Buildings (Warehouse)	Rat Burana Sub-District, Rat Burana District, Bangkok	1529	1	0	75
			1963	0	2	53
			4346	0	0	13
			4347	0	0	10
			6047	0	2	9
			6048	0	2	60
			6049	0	3	7
			1525	2	0	55
			1526	17	2	7
			1997	0	1	65
			1998	2	0	36
	2032	0	1	79		
<b>11</b>	<b>List of the Sale Assets of WG</b>					
	11.1 Land and Buildings (Factory)	Khlong Nueng Sub-District, Khlong Luang District, Pathum Thani Province (Navanakom)	14119	15	3	73
	11.2 Land and Buildings	Bang Cha Lhong Sub-District, Bang Phli District, Samut Prakan Province	4621	3	3	86
			4622	5	1	25

No.	Description of Land and Buildings	Location	Title Deed No.	Area		
				Rai	Ngan	Square Wah
	(Warehouse and Factory)		37577	10	2	62
			42154	2	2	0
			48435	13	0	20
			48436	18	0	0

## 2.2 List of Sale Assets through the Sale of Shares in a Subsidiary

The ordinary shares of BCX are held by BJCCON in the amount of 41,400,000 shares, with a par value of THB 10 per share, representing 100.00 percent of the total issued shares of BCX. The details of BCX are as follows:

### (1) General Information of BCX

<b>Company Name</b>	:	BCX Company Limited (BCX)
<b>Type of Business</b>	:	Warehouse leasing
<b>Nature of Business</b>	:	Warehouse leasing and seminar and training services
<b>Registration No.</b>	:	0105557176259
<b>Head Office Address</b>	:	99, Soi Rubia, Sukhumvit 42 Road, Phra Khanong Sub-district, Khlong Toey District, Bangkok 10110
<b>Date of Incorporation</b>	:	27 November 2014
<b>Registered Capital (as of 16 February 2026)</b>	:	THB 414,000,000
<b>List of Directors (as of 16 February 2026)</b>	:	(1) Mr. Tul Wongsuphasawat (2) Mr. Vichien Rungwattanakit (3) Mrs. Hemmawan Poonphol

### (2) List of shareholders of BCX before and after the entry into the Sale of BCX Ordinary Shares Transaction

List of Shareholders	<u>Before the Sale of BCX Ordinary Shares Transaction</u> (As of the date of this Information Memorandum)		<u>After the Sale of BCX Ordinary Shares Transaction</u>	
	Number of Shares (Share(s))	Percentage of Total Shares (%)	Number of Shares (Share(s))	Percentage of Total Shares (%)
1. BJCCON	41,399,998	100.00	0	0.00
2. BJF	1	0.00	0	0.00
3. RIL	1	0.00	0	0.00
4. Purchaser and Person Designated by the Purchaser	0	0.00	41,400,000	100.00

List of Shareholders	<u>Before the Sale of BCX Ordinary Shares Transaction</u> (As of the date of this Information Memorandum)		<u>After the Sale of BCX Ordinary Shares Transaction</u>	
	Number of Shares (Share(s))	Percentage of Total Shares (%)	Number of Shares (Share(s))	Percentage of Total Shares (%)
<b>Total</b>	<b>41,400,000</b>	<b>100.00</b>	<b>41,400,000</b>	<b>100.00</b>

(3) **Key Financial Information of BCX**

The key financial information of BCX, based on the audited financial statements for the fiscal years ended 31 December 2023, 31 December 2024 and 31 December 2025, are as follows:

Unit: THB Million	Fiscal Years (as of 31 December)		
	Audited	Audited	Audited
	2023	2024	2025
<b>Statement of Financial Position</b>			
Cash and cash equivalents	0.16	0.16	0.16
Trade receivables	7.32	2.07	2.16
Loans receivable	-	-	-
Investment Property	265.25	264.52	264.50
<b>Total assets</b>	<b>272.73</b>	<b>266.75</b>	<b>266.82</b>
Current liabilities	405.87	403.50	1.70
Non-current liabilities	0.37	0.37	0.37
<b>Total liabilities</b>	<b>406.24</b>	<b>403.87</b>	<b>2.07</b>
Registered share capital	4.00	4.00	414.00
Issued share capital	4.00	4.00	414.00
Unappropriated retained earnings (deficit)	(137.51)	(141.12)	(149.25)
<b>Total shareholders' equity</b>	<b>(133.51)</b>	<b>(137.12)</b>	<b>264.75</b>
<b>Statement of Income</b>			
Revenue from sales or rendering of services	35.94	8.04	1.43
Cost of sales or rendering of services	(32.47)	(9.57)	(1.99)

Unit: THB Million	Fiscal Years (as of 31 December)		
	Audited	Audited	Audited
	2023	2024	2025
Other income	2.24	11.12	0.25
Selling and administrative expenses	(4.25)	(2.09)	(0.34)
<b>Profit before finance costs and income tax expense</b>	1.46	7.50	(0.65)
Finance costs	(8.97)	(11.11)	(7.48)
Income tax expense	-	-	-
<b>Net profit (loss) for the year</b>	(7.51)	(3.61)	(8.13)

**(4) Information of the Asset of BCX**

Description of Land and Buildings	Location	Title Deed No.	Area		
			Rai	Ngan	Square Wah
Land and Building	Bang Ya Phraek Sub-District, Phra Pradaeng District, Samut Prakan Province	5023	39	0	26
		5026	43	1	3

**Attachment 3**  
**Total Value of Consideration**

**3.1 Total Value of Consideration of the Direct Sale Assets**

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
1	<b>List of the Sale Assets of the Company</b>												
	1.1 Vacant Land	Bang Ya Phraek Sub-District, Phra Pradaeng District, Samut Prakan Province	2133 (Partial)	5	3	91	171,300	187,200	179,250	179,250			
			2140	2	0	21							
			4437	1	2	91							
			5549	3	0	79							

<sup>2</sup> The monthly rental rate is based on an appraisal conducted by an independent appraiser, Knight Frank Chartered (Thailand) Co., Ltd., as of February 2026, using the market comparison approach.

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
1.2	Vacant Land	Bang Ya Phraek Sub-District, Phra Pradaeng District, Samut Prakan Province	2133 (Partial)	5	3	91	171,200	151,500	161,350	161,350			
			2184	2	0	83							
			5065	2	3	26							
1.3	Land and Buildings	Rat Burana Sub-District, Rat Burana District, Bangkok	3216	9	1	66	593,600	589,900	591,750	591,750			
1.4	Land and Buildings (Villa)	Taling Ngam Sub-District, Koh Samui District, Surat Thani Province	12078	0	1	6.5	14,000	11,800	12,900	12,900			

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Ra i	Nga n	Square Wah	Appraise d Value of Land and Buildin gs by 15 Busines s Advisory Limited (THB Thousa nd)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Averag e Apprai sed Value (THB Thousa nd)	Purchas e Price (THB Thousa nd)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
2	<b>List of the Sale Assets of BIG C</b>												
	2.1 Vacant Land	Bang Non Sub-District, Muang District, Ranong Province	10475	32	0	24.7	176,200	182,800	179,500	179,500	- None -		
	2.2 Land and Buildings (Hypermarket)	Wang Nam Yen Sub-District, Wang Nam Yen District, Sa Kaeo Province	355	15	0	0	562,600	436,000	499,300	499,300			
			10433	27	1	90							
	2.3 Land and Buildings	Saen Suk Sub-District, Warin Chamrap	33885	4	3	84	460,690	437,200	448,945	448,945			
			39215	1	2	22							

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Businesses Advisory Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
	(Hypermarket)	District, Ubon Ratchathani Province	39216	10	2	37							
			49730	10	0	1							
	2.4 Land and Buildings (Hypermarket)	Khlong Nueng Sub-District, Khlong Luang District, Pathum Thani Province	54624	26	3	17	1,322,200	1,132,200	1,227,200	1,227,200			
	2.5 Land and Buildings (Hypermarket)	Dan Khun Thot Sub-District, Dan Khun Thot District, Nakhon	7100	7	1	2.3	296,300	208,600	252,450	252,450			
			7101	7	0	0.5							
			37251	1	1	63							

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Ra i	Nga n	Sq uare Wah	Apprais ed Value of Land and Buildin gs by 15 Busines s Adviso r y Limi ted (THB Thousa nd)	Apprais ed Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Averag e Apprai sed Value (THB Thousa nd)	Purchas e Price (THB Thousa nd)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
		Ratchasima Province											
	2.6 Land and Buildings (Hypermarket)	Samran Sub-District, Muang District, Yasothon Province	5901	2	2	59	499,300	419,600	459,450	459,450			
			37483	11	0	50							
			40438	3	1	46.4							
			49585	0	3	16.8							
			49586	0	3	16.8							
			56015	2	1	40							
			59124	8	3	51							
			9806	1	3	57.5							

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
2.7	Land and Buildings (Hypermarket)	Kerng District, Muang District, Mahasarakham Province	25026	0	2	22	564,680	507,000	535,840	535,840			
			25027	3	0	0							
			42109	3	0	0							
			63569	0	1	4.9							
			63570	0	1	4.9							
			63571	0	1	4.9							
			63572	0	1	5							
			66031	2	0	79							
			71871	3	0	63							
			74712	4	1	29							

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Company Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
			74713	2	0	94							
			75917	0	0	71							
			75918	1	3	76							
			75919	1	0	14							
			75920	3	1	67							
			75921	1	3	13							
			75922	3	1	19							
			75924	0	0	44							
<b>3</b>	<b>List of the Sale Assets of BJCCON</b>												

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Ra i	Nga n	Square Wah	Appraise d Value of Land and Buildin gs by 15 Busines s Adviso r y Limited (THB Thousa nd)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Averag e Apprai sed Value (THB Thousa nd)	Purchas e Price (THB Thousa nd)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
	Vacant Land	Songkon Sub-District, Kaengkoi District, Saraburi Province	48273	6	2	80	2,350	1,000	1,675	1,675	- None -		
<b>4</b>	<b>List of the Sale Assets of BJS</b>												
	Vacant Land	Laem Fa Pha Sub-District, Phra Samut Chedi District, Samut Prakan Province	Nor.Sor. 3 100	6	2	78.0	96,000	95,800	95,900	95,900	- None -		
		Nor.Sor. 3 101	0	0	60.0								

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
5	<b>List of the Sale Assets of MARBLE</b>												
	5.1 Vacant Land	Songkon Sub-District, Kaengkoi District, Saraburi Province	48286	69	3	85	42,000	38,500	40,250	40,250	- None -		
	5.2 Vacant Land	Nong Kae Sub-District, Hua Hin District, Prachuap Khiri Khan Province	4312	3	1	81	8,300	11,000	9,650	9,650			
6	<b>List of the Sale Assets of WAT7</b>												
			17315	4	1	96		158,900			- None -		

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Nga	Square Wah	Appraised Value of Land and Buildings by 15 Businesses Advisory Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
	Land and Buildings (2-Story House)	Khaewa Rai Sub-District, Kosum Phisai District, Mahasarakham Province	17317	14	0	66	159,300		159,100	159,100			
17318			12	2	77								
17319			14	2	80								
19327			10	2	63								
29592			3	2	52								
29593			9	3	19								
31551			8	3	63								
70657			4	1	50.9								
70658			3	0	16.1								

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
			70659	5	2	92							
<b>7</b>	<b>List of the Sale Assets of BJJ</b>												
	Land and Buildings (Production Factory and Warehouse)	Bang Sao Thong Sub-District, Bang Sao Thong District, Samut Prakan Province	5345	5	3	56	391,500	376,100	383,800	383,800	3	1,744,405	64,381,627
			56916	9	1	13							
<b>8</b>	<b>List of the Sale Assets of T9</b>												

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Businesses Advisory Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
	8.1 Land and Buildings (Hypermarket)	Nadee Sub-District, Muang District, Udon Thani Province	23709	19	2	53.6	551,400	557,500	554,450	554,450	- None -		
	8.2 Land and Buildings (Hypermarket)	Tha Sala Sub-District, Muang District, Lopburi Province	12561	2	1	79	610,600	545,900	578,250	578,250			
			17092	9	2	34							
			21090	2	0	44							
			22869	0	0	86							
			22870	0	0	87							
			22871	0	1	6							
			22957	0	0	10							
			22958	0	0	9							

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
			57386	0	1	90							
			70413	0	0	97							
	8.3 Land and Buildings (Hypermarket)	Wang Pai Sub-District, Muang District, Chumphon Province	2803	5	1	38.1	635,500	533,500	584,500	584,500			
3337			3	1	65.2								
3547			6	0	95.5								
4196			1	3	7.3								
22774			0	3	3.9								
22775			0	3	91.6								
22776			0	2	24.5								

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Businesses Advisory Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
			22777	0	2	27.1							
			22778	0	2	99.3							
			22779	0	2	13.4							
			71014	0	3	63.4							
			71016	0	1	43.							
<b>9</b>	<b>List of the Sale Assets of RIL</b>												
	9.1 Vacant Land and Buildings	Khlung Khut Sub-District, Tha Mai District, Chanthaburi Province	47396	4	3	42.5	87,600	91,100	89,350	89,350	- None -		
			55822	4	2	80.9							

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
9.2	Land and Buildings (Production Factory and Warehouse)	Bang Ya Phraek Sub-District, Phra Pradaeng District, Samut Prakan Province	2488	4	0	56	267,000	205,400	236,200	236,200	3	1,303,260	48,100,068
			2490	2	0	3							
			5712	1	1	64							
			16493	0	2	97							
			19693	0	0	4							
			19694	0	1	26							
			254209	1	3	48							
<b>10</b>	<b>List of the Sale Assets of TGI</b>												

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Businesses Advisory Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
	10.1 Vacant Land	Dan Swee Sub-District, Swee District, Chumphon Province	18667	74	1	34.9	11,500	20,500	16,000	16,000	3	3,083.3	111,000
			18916	50	1	87.6							
			19525	7	2	48.6							
			19526	4	1	69							
	10.2 Vacant Land	Bangnumjeud Sub-District, Lang Suan District, Chumphon Province	21533	22	2	74	74,600	63,000	68,800	68,800	- None -		
			21534	21	3	83							
			21535	13	1	62							
			21842	13	1	76							
			27630	40	3	59.2							

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Company Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
			27631	5	3	37.1							
			27632	11	0	72.9							
			27633	7	0	98.5							
			27634	9	1	2.3							
			27635	12	2	66.4							
			21536	11	2	64							
			21537	11	1	54							
			21838	14	2	60							
			17845	13	0	60	9,900	7,200	8,550	8,550			

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
	10.3 Vacant Land	Sanam Chai Sub-District, Na Yai Am District, Chanthaburi Province	17849	9	2	0							
	10.4 Vacant Land	Mai Rood Sub-District, Khlong Yai District, Trat Province	134	18	2	91.1	121,300	64,100	92,700	92,700			
157			58	2	39								
135			15	1	8.7								
	10.5 Vacant Land	Sak Pong Sub-District, Klaeng District,	2732	39	3	56.3	39,900	39,900	39,900	39,900			

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
		Rayong Province											
	10.6 Vacant Land	Klaeng Sub-District Muang District, Rayong Province	87878	11	1	9.8	13,500	13,500	13,500	13,500			
	10.7 Land and Buildings (Vacation Home)	Cha-Am Sub-District, Cha-Am District, Phetchaburi Province	27481	0	0	45	1,950	5,000	3,475	3,475			
	10.8 Land and Buildings	Rat Burana Sub-District, Rat Burana	1529	1	0	75	2,441,700	2,701,100	2,571,400	2,571,400			
			1963	0	2	53							

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back			
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)	
	(Warehouse)	District, Bangkok	4346	0	0	13								
			4347	0	0	10								
			6047	0	2	9								
			6048	0	2	60								
			6049	0	3	7								
			1525	2	0	55								
			1526	17	2	7								
			1997	0	1	65								
			1998	2	0	36								
			2032	0	1	79								

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Ra i	Nga n	Square Wah	Appraise d Value of Land and Buildin gs by 15 Busines s Adviso ry Limited (THB Thousa nd)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Averag e Apprai sed Value (THB Thousa nd)	Purchas e Price (THB Thousa nd)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
<b>11</b>	<b>List of the Sale Assets of WG</b>												
	11.1 Land and Buildings (Factory)	Khlong Nueng Sub-District, Khlong Luang District, Pathum Thani Province (Navanakorn)	14119	15	3	73	141,000	148,000	144,500	144,500	- None -		
	11.2 Land and Buildings (Warehouse and Factory)	Bang Cha Lhong Sub-District, Bang Phli District, Samut Prakan Province	4621	3	3	86	722,400	828,800	775,600	775,600			
4622			5	1	25								
37577			10	2	62								
42154			2	2	0								

No.	Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets				Lease Back		
				Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisors Company Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)	Lease Term (Year)	Monthly Rental <sup>2</sup> (THB)	Total Rent Over Lease Term (THB)
			48435	13	0	20							
			48436	18	0	0							

### 3.2 Total Value of Consideration for the Sale Assets through the Sale of Shares in Subsidiaries

#### (1) Total Value of Consideration for the Sale of BCX Ordinary Shares

The purchase price for the Sale Shares is THB 17.28 per share, totaling THB 715 million.

#### (2) Total Value of Consideration in the event of Selling Assets held by BCX instead of BCX Ordinary Shares

Description of Land and Buildings	Location	Title Deed No.	Area			Consideration for the Sale of Assets			
			Rai	Ngan	Square Wah	Appraised Value of Land and Buildings by 15 Business Advisory Limited (THB Thousand)	Appraised Value of Land and Buildings by Knight Frank Chartered (Thailand) Company Limited (THB Thousand)	Average Appraised Value (THB Thousand)	Purchase Price (THB Thousand)
Land and Building	Bang Ya Phraek Sub-District, Phra Pradaeng District, Samut Prakan Province	5023	39	0	26	819,400	835,600	827,500	827,500
		5026	43	1	3				

**Attachment 4**  
**List of Significant Business with Related Parties**

**4.1 List of Revenue**

**4.1.1 Revenue from sale of goods and rendering of services**

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
1.	Asia Books Company Limited	Retailer of books and magazines	Subsidiary of indirect subsidiary Holds 99.96% of shares	272	325	Goods and services cost plus margin.
2.	Berli Jucker Cellox Limited	Manufacture of sanitary paper products	Direct subsidiary Holds 98.13% of shares	2,508	2,373	"
3.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	6,354	1,894	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
4.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	270	1,713	"
5.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	52,312	72,356	"
6.	BJC Healthcare Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Direct subsidiary Holds 100.00% of shares	9	3	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
7.	BJH Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	1,727	589	Goods and services cost plus margin.
8.	Montana Marketing Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	418,274	425,150	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
9.	Cosma Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	-	35	"
10.	Cosma Trading Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	43,371	43,665	"
11.	BJC Foods (Malaysia) Sdn Bhd	Manufacture of snack foods	Indirect subsidiary Holds 100.00% of shares	-	983	"
12.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	259	297	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
13.	Thai Beverage Can Limited	Manufacture of aluminum cans and lids	Direct subsidiary Holds 50.00% of shares	754	74	"
14.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	131,270	165,932	"
15.	Thai Glass Industries Public Company Limited	Manufacture of glass containers	Subsidiaries of indirect subsidiaries Holds 98.63% of shares	2,548	2,052	"
16.	BJC Cafe Company Limited	Non-alcohol beverage shop	Direct subsidiary Holds 100.00% of shares	165	161	"
17.	Thai Malaya Glass Company Limited	Manufacture of glass containers	Indirect subsidiary Holds 100.00% of shares	1,382	748	Goods and services cost plus margin.
18.	Thai-Scandic Steel Company Limited	Dormant	Subsidiary of indirect subsidiary Holds 100.00% of shares	14	669	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
19.	Big C Supercenter Public Company Limited	Retail	Indirect subsidiary Holds 99.96% of shares	1,055,331	1,081,320	"
20.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	3,053	-	"
21.	Big C (HK) Company Limited	Retail	Subsidiary of indirect subsidiary Holds 99.96% of shares	7,096	-	"
22.	White Group Public Company Limited	Import and sale of industrial chemical products and property rental	Indirect subsidiary Holds 97.16% of shares	257	-	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
23.	Big C Food Services Company Limited	Retail	Subsidiary of indirect subsidiary Holds 99.96% of shares	195	712	"
24.	BJC Move Company Limited	Land transport and freight service	Indirect subsidiary Holds 100.00% of shares	-	3,287	"
25.	Meechok 168 Company Limited	Providing retail business service	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	100	"
			<b>Total</b>	<b>1,727,421</b>	<b>1,804,438</b>	

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Joint Ventures</b>						
1.	Malaya Glass Products Sdn Bhd	Manufacture of glass containers	Subsidiary of joint venture Holds 50.00% of shares	19,205	21,194	Goods and services cost plus margin.
2.	Malaya-Vietnam Glass Limited	Manufacture of glass containers	Subsidiary of joint venture Holds 35.00% of shares	4,000	1,198	"
3.	Berli Dynaplast Company Limited	Manufacture of rigid plastic containers	Joint venture Holds 49.00% of shares	61	21	"
4.	B-MED X Company Limited	Digital health platform	Joint venture Holds 50.00% of shares	841	366	"
			<b>Total</b>	<b>24,107</b>	<b>22,779</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
1.	Asiatic House Company Limited	Rental and development of real estate	Common shareholders	373	405	Goods and services cost plus margin.
2.	Athimart Company Limited	Spirits distiller	Common shareholders	250	856	"
3.	AWC Charoenkrung Asset Company Limited	Real estate	Common shareholders	29	-	"
4.	Asset World Retail Company Limited	Real estate	Common shareholders	3,010	1,783	"
5.	North Park Property Development Company Limited	Real estate	Common shareholders	111	128	"
6.	Siripattanasub Kalare Night Bazaar Company Limited	Shopping center management	Common shareholders	-	4	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
7.	ASM Management Company Limited	Asset management and service	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	93	14	"
8.	Asset World Corp Public Company Limited	Investment	Co-director - Mr. Rungson Sriworasat - Mr. Prapakon Thongtheppairot and common shareholders	114	176	Goods and services cost plus margin.
9.	Andaman Resort Asset Company Limited	Hotel	Common shareholders	61	-	"
10.	Asset World Attraction and Retail Company Limited	Digital commerce platforms	Common shareholders	204	-	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
11.	Baanboun Vetchakij Company Limited	Clinical businesses	Common shareholders	22,665	21,230	"
12.	Bangna Glass Company Limited	Glass bottle manufacturer and distributor	Common shareholders	3	-	"
13.	Beer Thai (1991) Public Company Limited	Beer brewery and production of drinking water and soda water	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	394,326	463,761	"
14.	Beerthip Brewery (1991) Company Limited	Beer brewery and production of drinking water and soda water	Common shareholders	397,300	351,341	"
15.	Bang Pa-In Paper Mill Industry Company Limited	Manufacture and sale of paper	Common shareholders	5	-	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
16.	BevTech Company Limited	Production of plastic packaging and relating business	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	2,376	7,063	"
17.	Bangkok Smart Power Company Limited	Power & electricity plant	Common shareholders	-	2	"
18.	Cosmos Brewery (Thailand) Company Limited	Beer brewery and production of drinking water and soda water	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	214,121	206,636	"
19.	CAC Company Limited	Management of the ASEAN Economic Community (AEC) centre	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	73	54	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
20.	Cash Van Management Company Limited	Beer, Spirits and non-alcoholic beverages distributor	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	467	959	"
21.	Siripattanasub Kalare Chiang Mai Company Limited	Real Estate	Common shareholders	111	105	Goods and services cost plus margin.
22.	Concept Land 9 Company Limited	Hotel	Common shareholders	1,083	1	"
23.	Siripattanasub Hotels Lanna Company Limited	Hotel	Common shareholders	76	177	"
24.	CW Tower Company Limited	Property management	Common shareholders	1,438	1,258	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
25.	Chuong Duong Beverages Joint Stock Company	Produce and trade beverage, canned foods and sub-materials	Common shareholders	35,432	86,718	"
26.	DhosPaak Company Limited	Advertising agency	Common shareholders	45	434	"
27.	Surawong Pattana Company Limited	Real estate	Common shareholders	259	142	"
28.	Fuengfuanant Company Limited	Spirits distiller	Common shareholders	315	412	"
29.	F&N Dairies (Thailand) Company Limited	Manufacture and distribution of dairy products	Common shareholders	27,512	7,123	"
30.	F&N United Company Limited	Manufacture and distribution of dairy products	Common shareholders	20,747	25,489	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
31.	Food of Asia Company Limited	Restaurant business	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	128	155	"
32.	Frasers Property Management Services (Thailand) Company Limited	Real estate	Common shareholders	13	67	"
33.	Golden Wealth Company Limited	Project consultant and project management	Common shareholders	16	9	"
34.	Grand Unity Development Company Limited	Property development (Condominium)	Common shareholders	173	190	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
35.	Golden Land Property Development Public Company Limited	Property development	Common shareholders	2,253	2,406	Goods and services cost plus margin.
36.	Frasers Property Home (Thailand) Company Limited	Property development	Common shareholders	223	181	"
37.	Golden Ventures Leasehold Real Estate Investment Trust	Property fund for investing in freehold and leasehold properties	Common shareholders	1,337	1,258	"
38.	AWC Hotel Property Mae Ping Company Limited	Hotel	Common shareholders	129	103	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
39.	Horeca Management Company Limited	Beer, Spirits and non-alcoholic beverages distributor	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	65	-	"
40.	Indara Insurance Public Company Limited	Underwriting non-life insurance	Common shareholders	307	-	"
41.	Kanchanasing Korn Company Limited	Spirits distiller	Common shareholders	388	877	"
42.	Kankwan Company Limited	Spirits distiller	Common shareholders	325	971	"
43.	Kasem Subsiri Company Limited	Real estate	Common shareholders	4,434	4,481	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
44.	One Bangkok Company Limited	Real estate	Common shareholders	14,631	3,692	"
45.	Kasemsubbhakdi Company Limited	Property development	Common shareholders	6,607	7,121	"
46.	Luckchai Liquor Trading Company Limited	Spirits distributor	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	315	798	"
47.	Mongkolsamai Company Limited	Spirits distiller	Common shareholders	72	327	"
48.	Media Front Company Limited	Real estate	Common shareholders	56	82	"
49.	Siripattanasub Company Limited	Hotel	Common shareholders	117	27	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
50.	MM Mega Market (Vietnam) Company Limited	Wholesale	Common shareholders	254,489	278,965	"
51.	Me Insurance Broker Company Limited	Life and non-life insurance broker	Common shareholders	1	8	Goods and services cost plus margin.
52.	N.C.C. Management & Development Company Limited	Space rental for exhibition businesses	Common shareholders	5,623	4,616	"
53.	Natechai Company Limited	Spirits distiller	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	372	901	"
54.	North Park Golf and Sport Club Company Limited	Golf and sport club service	Common shareholders	420	582	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
55.	Num Kijjakarn Company Limited	Spirits and non-alcoholic beverages distributor	Common shareholders	550	-	"
56.	Num Palang Company Limited	Spirits and non-alcoholic beverages distributor	Common shareholders	-	3	"
57.	Num Yuk Company Limited	Spirits and non-alcoholic beverages distributor	Common shareholders	126	-	"
58.	New Multi Mine Company Limited	Hotel	Common shareholders	195	1,200	"
59.	Oishi Group Public Company Limited	Japanese restaurant and distribution of food and beverages	Common shareholders	-	40	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
60.	Oishi Trading Company Limited	Manufacture and distribution of food and beverage	Co-director - Mr. Prapakon Thongtheppairot and common shareholders	68,810	52,886	"
61.	Oishi Ramen Company Limited	Japanese restaurants	Common shareholders	21	-	"
62.	Plubphlachai Tower Company Limited	Real estate	Common shareholders	227	98	"
63.	Oishi Food Services Company Limited	Distribution of food	Common shareholders	966	1,289	"
64.	Paksong Capital Company Limited	Investment	Co-director - Mr. Aswin Techajareonvikul and common shareholders	291	282	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
65.	Pan International (Thailand) Company Limited	Purchasing service, wholesale spare parts	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	46	44,933	Goods and services cost plus margin.
66.	Pomchock Company Limited	Beer, drinking water and soda water distributor	Common shareholders	-	10	"
67.	Pomkit Company Limited	Beer, drinking water and soda water distributor	Common shareholders	5	105	"
68.	Pomklang Company Limited	Beer, drinking water and soda water distributor	Common shareholders	-	6	"
69.	Pomnakorn Company Limited	Beer, drinking water and soda water distributor	Common shareholders	-	22	"
70.	Pomburapa Company Limited	Beer, drinking water and soda water distributor	Common shareholders	146	-	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
71.	Pomtip (2012) Company Limited	Beer, drinking water and soda water distributor	Common shareholders	809	82	"
72.	Pramuanphon Company Limited	Distributor and spirits distiller	Common shareholders	35	-	"
73.	Pattaya Patana Asset Company Limited	Hotel	Common shareholders	6,808	-	"
74.	Red Bull Distillery (1988) Company Limited	Spirits distiller	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	282	895	"
75.	Ratchayothin Tower Company Limited	Real estate	Common shareholders	28	11	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
76.	Food Channel Silomm Company Limited	Real estate	Common shareholders	18	29	"
77.	Riverside Homes Development Company Limited	Real estate	Common shareholders	11	-	"
78.	S.S. Karnsura Company Limited	Spirits distiller	Common shareholders	111	821	"
79.	Sang Som Company Limited	Spirits distiller	Common shareholders	2,621	2,614	"
80.	Serm Suk Public Company Limited	Production and distribution of beverage	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	273,597	334,247	Goods and services cost plus margin.
81.	Siam Realty Company Limited	Property management	Common shareholders	30	21	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
82.	Simathurakij Company Limited	Spirits distiller	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	132	550	"
83.	Southeast Life Insurance Public Company Limited	Underwriting life insurance, Personal accident insurance and health insurance	Common shareholders	5	4	"
84.	Sura Bangyikhan Company Limited	Spirits distiller	Common shareholders	129	1,455	"
85.	Surasate Company Limited	Real estate	Common shareholders	616	-	"
86.	Sathorn Subsin Company Limited	Hotel and serviced apartment business	Common shareholders	513	527	"
87.	Wanna Charoen Sub Company Limited	Real estate	Common shareholders	46	57	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
88.	STT GDC (Thailand) Company Limited	Server depository service	Common shareholders	-	12	"
89.	Silom Corporation Company Limited	Property development	Common shareholders	43	16	"
90.	Siripattanasub Imperial Company Limited	Real estate	Common shareholders	748	1,763	"
91.	Siripattanasub Imperial Korat Company Limited	Real estate	Common shareholders	126	346	"
92.	Saigon Beer - Alcohol - Beverage Corporation	Production and distribution of beverage products, logistics, mechanical equipment manufacturing and property development	Common shareholders	2,095,316	2,219,275	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
93.	Siripattanasub Retail Bangkok Company Limited	Real estate	Common shareholders	43	8	"
94.	Siripattanasub Living Company Limited	Real estate	Common shareholders	76	18	"
95.	Sarapad Thai Company Limited	Real estate	Common shareholders	8	-	"
96.	AWC Lifestyle Commercial Property Company Limited	Real estate	Common shareholders	20,667	3,404	"
97.	TCC Hotel Collection Company Limited	Hotel and restaurant	Common shareholders	2,396	12,323	Goods and services cost plus margin.
98.	TCC Land Company Limited	Mortgage, pawn, sale of consignment and other business transaction related to immovable assets	Common shareholders	69	92	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
99.	TCC Luxury Hotels & Resort Company Limited	Hotel and restaurant	Common shareholders	2	1,498	"
100.	The Hotel Sukhumvit 50 Company Limited	Hotel	Common shareholders	254	-	"
101.	North Park Service Apartment Company Limited	Real estate	Common shareholders	37	36	"
102.	Terragro Fertilizer Company Limited	Manufacture and sale of chemical fertilizer	Co-director - Mr. Prasert Maekwatana and common shareholders	930	194	"
103.	Thai Alcohol Public Company Limited	Alcohol Manufacture	Common shareholders	68	81	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
104.	Thai Beverage Energy Company Limited	Production and distribution of biogas	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	42	59	"
105.	Thai Beverage Logistic Company Limited	Transportation and distribution	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	1,209	3,408	"
106.	Thai Beverage Public Company Limited	Investment	Co-director - Miss Potjane Thanavarani - Mr. Thapana Sirivadhanabhakdi and common shareholders	472	1,535	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
107.	Thai Beverage Recycle Company Limited	Trading of bottles	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	5,867,034	6,313,863	"
108.	Thai Cooperage Company Limited	Oak barrel producer	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	4	8	Goods and services cost plus margin.
109.	Thai Drink Company Limited	Distribution of beverages	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	3,133	113	"
110.	Thanapakdi Company Limited	Spirits distiller	Common shareholders	348	775	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
111.	The Suphanburi Sugar Industry Company Limited	Manufacture, sale and export sugar	Common shareholders	37	87	"
112.	Theparunothai Company Limited	Spirits distiller	Common shareholders	271	416	"
113.	Thip Sugar Kamphaengphet Company Limited	Manufacture, sale and export sugar	Common shareholders	550	1,363	"
114.	Thip Sugar Sukhothai Company Limited	Manufacture, sale and export sugar	Common shareholders	1,126	360	"
115.	Thippattana Arcade Company Limited	Space rental and services	Common shareholders	619	432	"
116.	Chinatown Destination (Thailand) Company Limited	Real estate	Common shareholders	19	-	"
117.	Thai-Lysaght Company Limited	Manufacture and sale of zinc oxide and chemicals	Common shareholders	17	13	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
118.	TCC Hotel Asset Management Company Limited	Hotel	Common shareholders	12,459	18,738	"
119.	Thai Molasses Company Limited	Trading of Molasses	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	1,145	-	"
120.	Thip Sukhothai Bio-Tech Company Limited	Production and distribution of organic fertilizers	Common shareholders	18	23	"
121.	TCC Phumipat Company Limited	Investment	Common shareholders	-	9	"
122.	TCC Nawamin Phumipat Company Limited	Real estate	Common shareholders	-	3	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
123.	Frasers Property (Thailand) Public Company Limited	Ready-built factories and warehouses for rent	Common shareholders	77	28	"
124.	Frasers Property Industrial (Thailand) Company Limited	Development of warehouses for rent	Common shareholders	330	357	Goods and services cost plus margin.
125.	Frasers Property Industrial REIT Management (Thailand) Company Limited	REIT Management	Common shareholders	-	4	"
126.	The QSR of Asia Company Limited	Restaurant business	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	3,778	2,457	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
127.	T.C.C. Technology Company Limited	Rendering services of information technology	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	96	96	"
128.	Siripattanasub Hotels Bangkok Company Limited	Hotel	Common shareholders	50	110	"
129.	Thanniran Company Limited	Golf course	Common shareholders	24	23	"
130.	United Winery and Distillery Company Limited	Spirits distiller	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	87,285	29,639	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
131.	Univentures Public Company Limited	Real estate	Co-director - Miss Potjane Thanavarant - Mr. Thapana Sirivadhanabhakdi and common shareholders	59	47	"
132.	The Street Retail Development Company Limited	Real estate	Common shareholders	1,401	1,469	"
133.	Wattanapat Trading Company Limited	Real estate	Common shareholders	12	-	"
134.	Wrangyer Beverage (2008) Company Limited	Manufacture and sale of nourishment beverages	Common shareholders	7,396	15,343	"
			<b>Total</b>	<b>9,882,061</b>	<b>10,556,119</b>	

## 4.1.2 Interest received

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
1.	Berli Jucker Cellox Limited	Manufacture of sanitary paper products	Direct subsidiary Holds 98.13% of shares	-	111	The Company charged interest on loan to subsidiary at the borrowing cost and market rates.
2.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	9,588	12,162	"
3.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	-	821	"
4.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	43,933	48,395	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
5.	BJC Healthcare Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Direct subsidiary Holds 100.00% of shares	4,478	10,438	"
6.	BJH Investment Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	61	277	"
7.	Big C Retail Corporation Public Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	2,743,915	3,116,207	"
8.	BJC Packaging Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	93,740	-	"
9.	BJC Commerce Company Limited	Dormant	Direct subsidiary Holds 100.00% of shares	9	2	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
10.	Montana Company Limited	Sale of pharmaceutical ingredients	Direct subsidiary Holds 100.00% of shares	6,031	6,536	"
11.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	735	161	"
12.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	13,564	17,188	The Company charged interest on loan to subsidiary at the borrowing cost and market rates.
13.	Thai Glass Industries Public Company Limited	Manufacture of glass containers	Subsidiaries of indirect subsidiaries Holds 98.63% of shares	11,185	27,057	"
14.	Thai-Scandic Steel Company Limited	Dormant	Subsidiary of indirect subsidiary Holds 100.00% of shares	1,118	2,020	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
15.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	14,400	11,290	"
16.	BJC Big C Holdings Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	5,651	4,687	"
17.	B Raise Ventures Company Limited	Investment and property rental	Direct subsidiary Holds 100.00% of shares	7,402	6,171	"
			<b>Total</b>	<b>2,955,810</b>	<b>3,263,523</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Joint Ventures</b>						
1.	BJC O-I Glass Pte. Ltd.	Investment	Joint venture Holds 50.00% of shares	18,413	23,024	Subsidiary charged interest on loan to joint venture at the borrowing cost and market rates.
			<b>Total</b>	<b>18,413</b>	<b>23,024</b>	

### 4.1.3 Dividend Received

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
1.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	365,247	287,488	The Company received dividend income upon declaration at rates as announced to other shareholders.
2.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	139,504	119,389	"
3.	Berli Jucker Specialties Limited	Sale of chemicals	Direct subsidiary Holds 99.15% of shares	614	1,139	"
4.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	92,600	86,500	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
5.	BJC Healthcare Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Direct subsidiary Holds 100.00% of shares	194,600	143,000	"
6	BJH Investment Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	500,000	346,500	"
7.	BJC Industrial and Trading Company Limited	Sale and solution provider for graphic printing technology and engineering equipment and supplies	Direct subsidiary Holds 100.00% of shares	5,000	5,250	"
8.	Big C Retail Corporation Public Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	602,975	-	"
9.	BJC Packaging Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	955,199	1,596,152	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
10.	Montana Company Limited	Sale of pharmaceutical ingredients	Direct subsidiary Holds 100.00% of shares	66,966	61,849	"
11.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	201,326	238,825	"
12.	Thai Beverage Can Limited	Manufacture of aluminum cans and lids	Direct subsidiary Holds 50.00% of shares	236,250	322,500	The Company received dividend income upon declaration at rates as announced to other shareholders.
13.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	63,731	-	"
14.	Thai Glass Industries Public Company Limited	Manufacture of glass containers	Subsidiaries of indirect subsidiaries Holds 98.63% of shares	-	949,729	"
15.	BJC Cafe Company Limited	Non-alcohol beverage shop	Direct subsidiary Holds 100.00% of shares	330	575	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
16.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	7,923	-	"
17.	BJC Big C Development Center Company Limited	Seminar and training center	Direct subsidiary Holds 100.00% of shares	1,457	21	"
			<b>Total</b>	<b>3,433,722</b>	<b>4,158,917</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Associates</b>						

1.	Gaew Grung Thai Company Limited	Trading cullets, glass bottle, plastics and used supplies	Associate Holds 24.65% of shares	5,824	4,216	Subsidiary received dividend income upon declaration at rates as announced to other shareholders.
			<b>Total</b>	<b>5,824</b>	<b>4,216</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Joint Ventures</b>						
1.	Berli Asiatic Soda Company Limited	Importer and distributor of soda ash	Joint venture Holds 50.00% of shares	21,925	27,760	The Company received dividend income upon declaration at rates as announced to other shareholders.
2.	Berli Dynaplast Company Limited	Manufacture of rigid plastic containers	Joint venture Holds 49.00% of shares	9,769	-	"
			<b>Total</b>	<b>31,694</b>	<b>27,760</b>	

#### 4.1.4 Income from allocation of administrative expenses

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
1.	Asia Books Company Limited	Retailer of books and magazines	Subsidiary of indirect subsidiary Holds 99.96% of shares	1,834	5,393	The Company charged management fee and other expenses such as Human Resource Management, Financial and Accounting Service, Legal Service, Information System Service to subsidiary by plus margin from actual cost.
2.	Berli Jucker Cellox Limited	Manufacture of sanitary paper products	Direct subsidiary Holds 98.13% of shares	30,239	33,137	"
3.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	33,165	28,285	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
4.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	21,039	20,201	"
5.	Berli Jucker Specialties Limited	Sale of chemicals	Direct subsidiary Holds 99.15% of shares	55	82	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
6.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	29,064	27,131	"
7.	BJC Healthcare Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Direct subsidiary Holds 100.00% of shares	3,570	3,071	"
8.	BJH Investment Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	98,091	94,490	"
9.	BJH Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	5,652	4,760	The Company charged management fee and other expenses such as Human Resource Management, Financial and Accounting Service, Legal Service, Information System Service to subsidiary

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
						by plus margin from actual cost.
10.	BJC Industrial and Trading Company Limited	Sale and solution provider for graphic printing technology and engineering equipment and supplies	Direct subsidiary Holds 100.00% of shares	504	570	"
11.	BJC Cellox (Vietnam) Company Limited	Agent and Manufacture of sanitary paper products and sale of chemicals	Indirect subsidiary Holds 100.00% of shares	1,064	664	"
12.	BJC International Company Limited	Agent and investment	Direct subsidiary Holds 100.00% of shares	58	82	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
13.	Big C Retail Corporation Public Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	3,815	36,474	"
14.	Montana Marketing Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	3,909	4,565	"
15.	Cosma Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	1,162	1,001	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
16.	Cosma Trading Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	4,237	4,434	The Company charged management fee and other expenses such as Human Resource Management, Financial and Accounting Service, Legal Service, Information System Service to subsidiary by plus margin from actual cost.
17.	I Chi Ban Foods Company Limited	Manufacture of soymilk and kimchi products	Indirect subsidiary Holds 75.00% of shares	923	1,729	"
18.	BJC Foods (Malaysia) Sdn Bhd	Manufacture of snack foods	Indirect subsidiary Holds 100.00% of shares	3,624	2,790	"
19.	Montana Company Limited	Sale of pharmaceutical ingredients	Direct subsidiary Holds 100.00% of shares	1,065	940	"
20.	Phu Thai Group Joint Stock Company	Warehouse and sale of consumer products	Subsidiary of indirect subsidiary Holds 64.55% of shares	3,372	6,541	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
21.	Thai An Vietnam Trading Company Limited	Retail	Indirect subsidiary Holds 100.00% of shares	466	709	"
22.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	21,455	20,809	"
23.	TBC-Ball Beverage Can Vietnam Limited	Manufacture of aluminum cans and lids	Subsidiary of indirect subsidiary Holds 26.79% of shares	1,524	1,524	"
24.	Thai Beverage Can Limited	Manufacture of aluminum cans and lids	Direct subsidiary Holds 50.00% of shares	26,579	19,376	"
25.	Thai Corp International (Vietnam) Company Limited	Consumer product distribution	Subsidiary of indirect subsidiary Holds 75.00% of shares	1,547	2,704	"
26.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	6,250	4,387	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
27.	Thai Glass Industries Public Company Limited	Manufacture of glass containers	Subsidiaries of indirect subsidiaries Holds 98.63% of shares	70,224	69,109	The Company charged management fee and other expenses such as Human Resource Management, Financial and Accounting Service, Legal Service, Information System Service to subsidiary by plus margin from actual cost.
28.	BJC Cafe Company Limited	Non-alcohol beverage shop	Direct subsidiary Holds 100.00% of shares	351	383	"
29.	Thai Malaya Glass Company Limited	Manufacture of glass containers	Indirect subsidiary Holds 100.00% of shares	94,925	101,775	"
31.	Big C Supercenter Public Company Limited	Retail	Indirect subsidiary Holds 99.96% of shares	226,306	181,083	"
32.	BJC Mega Market Company Limited	Coffee business	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	134	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
33.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	8,366	6,420	"
34.	BCX Company Limited	Warehouse rental business	Indirect subsidiary Holds 100.00% of shares	268	308	"
35.	BJC Cellox (Cambodia) Company Limited	Manufacture of sanitary paper products	Indirect subsidiary Holds 100.00% of shares	1,136	416	"
36.	Vina Paper Company Limited	Manufacture of sanitary paper products	Indirect subsidiary Holds 100.00% of shares	5,214	4,691	The Company charged management fee and other expenses such as Human Resource Management, Financial and Accounting Service, Legal Service, Information System Service to subsidiary by plus margin from actual cost.

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
37.	Big C (HK) Company Limited	Retail	Subsidiary of indirect subsidiary Holds 99.96% of shares	312	66	"
38.	BJC-Mpoint International Company Limited	Investment	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	19	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
39.	White Group Public Company Limited	Import and sale of industrial chemical products and property rental	Indirect subsidiary Holds 97.16% of shares	12,095	12,508	"
40.	Talad Krobkrua Company Limited	Real estate	Subsidiary of indirect subsidiary Holds 99.96% of shares	24	785	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
41.	Big C Food Services Company Limited	Retail	Subsidiary of indirect subsidiary Holds 99.96% of shares	37	497	"
42.	BJC Move Company Limited	Land transport and freight service	Indirect subsidiary Holds 100.00% of shares	15,089	14,492	"
43.	Meechok 168 Company Limited	Providing retail business service	Subsidiary of indirect subsidiary Holds 99.96% of shares	186	335	"
44.	Ruangsap 168 Company Limited	Investment	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	42	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
45.	Synergy Intertrade Company Limited (Formerly Sapcharoen 168 Company Limited)	Investment	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	14	The Company charged management fee and other expenses such as Human Resource Management, Financial and Accounting Service, Legal Service, Information System Service to subsidiary by plus margin from actual cost.
46.	BJC Wind Power 1 Company Limited	Manufacture and sale of electricity from wind power and other renewable energy	Indirect subsidiary Holds 100.00% of shares	127	8	"
47.	BJC Wind Power 2 Company Limited	Manufacture and sale of electricity from wind power and other renewable energy	Indirect subsidiary Holds 100.00% of shares	98	8	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
48.	BJC Wind Power 3 Company Limited	Dormant	Indirect subsidiary Holds 100.00% of shares	97	8	"
49.	BJC Wind Power 4 Company Limited	Dormant	Indirect subsidiary Holds 100.00% of shares	97	8	"
50.	BJC Solar Power 1 Company Limited	Manufacture and sale of electricity from solar power	Indirect subsidiary Holds 100.00% of shares	212	136	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
51.	Tawanna Bang Phli Company Limited	Real estate	Subsidiary of indirect subsidiary Holds 99.96% of shares	360	1,084	"
52.	Toryodfresh (Thailand) Company Limited	Real estate	Subsidiary of indirect subsidiary Holds 99.96% of shares	14	-	"
53.	C Supply Chain Company Limited	Not yet operating	Indirect subsidiary Holds 100.00% of shares	54	-	"
			<b>Total</b>	<b>744,662</b>	<b>733,015</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Associates</b>						

1.	Gaew Grung Thai Company Limited	Trading cullets, glass bottle, plastics and used supplies	Associate Holds 24.65% of shares	2,342	2,344	The Company charged management fee and other expenses such as Human Resource Management, Financial and Accounting Service, Legal Service, Information System Service to associate company by plus margin from actual cost.
			<b>Total</b>	<b>2,342</b>	<b>2,344</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Joint Ventures</b>						
1.	Malaya Glass Products Sdn Bhd	Manufacture of glass containers	Subsidiary of joint venture Holds 50.00% of shares	3,368	5,527	The Company and subsidiaries charged management fee and other expenses such as Human Resource Management, Financial and Accounting Service, Legal Service, Information System Service to joint venture by plus margin from actual cost.
2.	BJC & CF (Thailand) Company Limited	Distribution of pharmaceutical products and consumer products	Joint venture Holds 51.00% of shares	-	111	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Joint Ventures</b>						
3.	Berli Asiatic Soda Company Limited	Importer and distributor of soda ash	Joint venture Holds 50.00% of shares	182	242	"
4.	Berli Dynaplast Company Limited	Manufacture of rigid plastic containers	Joint venture Holds 49.00% of shares	4,086	4,059	"
5.	B J C Marine Resources Development Company Limited	Operated in lease prawn ponds and equipment	Joint venture Holds 50.00% of shares	90	90	"
6.	B-MED X Company Limited	Digital health platform	Joint venture Holds 50.00% of shares	1,276	1,096	The Company and subsidiaries charged management fee and other expenses such as Human Resource Management, Financial and Accounting Service, Legal Service, Information System Service to joint venture by plus margin from actual cost.
			<b>Total</b>	<b>9,002</b>	<b>11,125</b>	



Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
1.	MM Mega Market (Vietnam) Company Limited	Wholesale	Common shareholders	687	758	The Company and subsidiaries charged management fee and other expenses such as Human Resource Management, Financial and Accounting Service, Legal Service, Information System Service to other related party by plus margin from actual cost.

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
2.	T.C.C. Technology Company Limited	Rendering services of information technology	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	108	144	"
			<b>Total</b>	<b>795</b>	<b>902</b>	

## 4.1.5 Other income

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
1.	Asia Books Company Limited	Retailer of books and magazines	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	2	The Company received other income from subsidiary at the contractually agreed prices.
2.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	3,276	-	"
3.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	45,086	46,947	"
4.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	2,795	2,850	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
5.	BJH Investment Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	10,558	10,324	"
6.	BJH Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	69	50	"
7.	Montana Marketing Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	1,079	9	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
8.	Cosma Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	-	2	"
9.	Cosma Trading Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	82	35	"
10.	Montana Company Limited	Sale of pharmaceutical ingredients	Direct subsidiary Holds 100.00% of shares	-	1	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
11.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	13,130	5,462	The Company received other income from subsidiary at the contractually agreed prices.
12.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	159	86	"
13.	BJC Cafe Company Limited	Non-alcohol beverage shop	Direct subsidiary Holds 100.00% of shares	285	287	"
14.	Thai Malaya Glass Company Limited	Manufacture of glass containers	Indirect subsidiary Holds 100.00% of shares	203,817	203,953	"
15.	Thai-Scandic Steel Company Limited	Dormant	Subsidiary of indirect subsidiary Holds 100.00% of shares	525	2,091	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
16.	Big C Supercenter Public Company Limited	Retail	Indirect subsidiary Holds 99.96% of shares	95,950	101,149	"
17.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	4,142	3,830	"
18.	Vina Paper Company Limited	Manufacture of sanitary paper products	Indirect subsidiary Holds 100.00% of shares	250	-	"
19.	BJC Big C Development Center Company Limited	Seminar and training center	Direct subsidiary Holds 100.00% of shares	424	7	"
20.	White Group Public Company Limited	Import and sale of industrial chemical products and property rental	Indirect subsidiary Holds 97.16% of shares	183	197	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
21.	BJC Move Company Limited	Land transport and freight service	Indirect subsidiary Holds 100.00% of shares	37	20	"
22.	BJC & CF (Thailand) Company Limited	Distribution of pharmaceutical products and consumer products	Indirect subsidiary Holds 100.00% of shares	571	370	"
			<b>Total</b>	<b>382,418</b>	<b>377,672</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Associates</b>						
1.	Gaew Grung Thai Company Limited	Trading cullets, glass bottle, plastics and used supplies	Associate Holds 24.65% of shares	141	177	The Company and subsidiaries received other income from associate company at the contractually agreed prices.
			<b>Total</b>	<b>141</b>	<b>177</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Joint Ventures</b>						
1.	Malaya Glass Products Sdn Bhd	Manufacture of glass containers	Subsidiary of joint venture Holds 50.00% of shares	1,937	10,666	The Company and subsidiaries received other income from joint venture at the contractually agreed prices.
2.	Malaya-Vietnam Glass Limited	Manufacture of glass containers	Subsidiary of joint venture Holds 35.00% of shares	1,635	3,489	"
3.	BJC & CF (Thailand) Company Limited	Distribution of pharmaceutical products and consumer products	Joint venture Holds 51.00% of shares	-	159	"
4.	Berli Asiatic Soda Company Limited	Importer and distributor of soda ash	Joint venture Holds 50.00% of shares	793	797	"
5.	Berli Dynaplast Company Limited	Manufacture of rigid plastic containers	Joint venture Holds 49.00% of shares	2,657	785	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
6.	B-MED X Company Limited	Digital health platform	Joint venture Holds 50.00% of shares	764	999	"
			<b>Total</b>	<b>7,786</b>	<b>16,895</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
1.	Asset World Attraction and Retail Company Limited	Digital commerce platforms	Common shareholders	139	-	The Company and subsidiaries received other income from other related party at the contractually agreed prices.
2.	Chang International Company Limited	Advertising and marketing services	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	128	-	"
3.	DhosPaak Company Limited	Advertising agency	Common shareholders	1,086	972	"
4.	F&N Dairies (Thailand) Company Limited	Manufacture and distribution of dairy products	Common shareholders	20,325	16,849	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
5.	F&N United Company Limited	Manufacture and distribution of dairy products	Common shareholders	1,160	1,160	The Company and subsidiaries received other income from other related party at the contractually agreed prices.
6.	Home and Office Delivery Company Limited	Beer, Spirits and non-alcoholic beverages distributor	Common shareholders	3	-	"
7.	Indara Insurance Public Company Limited	Underwriting non-life insurance	Common shareholders	21,546	23,432	"
8.	MM Mega Market (Vietnam) Company Limited	Wholesale	Common shareholders	17,472	22,121	"
9.	Me Innovation Service Company Limited	Life and non-life support service	Common shareholders	9,622	12,817	"
10.	Me Insurance Broker Company Limited	Life and non-life insurance broker	Common shareholders	1,141	2,187	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
11.	Oishi Group Public Company Limited	Japanese restaurant and distribution of food and beverages	Common shareholders	-	16,674	"
12.	Oishi Trading Company Limited	Manufacture and distribution of food and beverage	Co-director - Mr. Prapakon Thongtheppairot and common shareholders	1,101	2,526	"
13.	Oishi Ramen Company Limited	Japanese restaurants	Common shareholders	81,945	73,431	"
14.	Oishi Food Services Company Limited	Distribution of food	Common shareholders	2,257	2,144	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
15.	Paksong Capital Company Limited	Investment	Co-director - Mr. Aswin Techajareonvikul and common shareholders	909	946	"
16.	Modern Trade Management Company Limited	Spirits and non-alcoholic beverages distributor	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	32,439	36,391	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
17.	Serm Suk Public Company Limited	Production and distribution of beverage	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	1,322	356	The Company and subsidiaries received other income from other related party at the contractually agreed prices.
18.	Southeast Life Insurance Public Company Limited	Underwriting life insurance, Personal accident insurance and health insurance	Common shareholders	40	-	"
19.	Coffee Concepts Retail Company Limited	Retail coffee shop	Common shareholders	7,517	4,444	"
20.	Southeast Money Company Limited	Providing loan services for businesses and individual	Common shareholders	272	429	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
21.	Thai Beverage Logistic Company Limited	Transportation and distribution	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	371	17	"
22.	Thai Beverage Recycle Company Limited	Trading of bottles	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	15	179	"
23.	Thai Drink Company Limited	Distribution of beverages	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	1,223	1,087	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
24.	The QSR of Asia Company Limited	Restaurant business	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	101,048	102,451	"
25.	Thip Chalothorn Company Limited	Beer, Spirits and non-alcoholic beverages agency	Common shareholders	668	559	"
			<b>Total</b>	<b>303,749</b>	<b>321,172</b>	

#### 4.1.6 Gain on disposal of investments

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						

1.	Thai Malaya Glass Company Limited	Manufacture of glass containers	Indirect subsidiary Holds 100.00% of shares	1,202,669	-	The Company received gain on disposal of investments from subsidiary at the contractually agreed prices.
			<b>Total</b>	<b>1,202,669</b>	<b>-</b>	

## 4.2 Expenditures

### 4.2.1 Purchases of goods and receiving of services

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
1.	Berli Jucker Cellox Limited	Manufacture of sanitary paper products	Direct subsidiary Holds 98.13% of shares	3,199,136	3,088,230	The Company purchased of goods and received services from subsidiary with market price net of mark up margin.
2.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	3,426,281	3,070,004	"
3.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	8,082	7,213	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
4.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	433	525	"
5.	Montana Marketing Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	66	187	"
6.	Cosma Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	7	-	The Company purchased of goods and received services from subsidiary with market price net of mark up margin.

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
7.	Cosma Trading Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	200	17	"
8.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	1,930,768	1,764,360	"
9.	Vina Paper Company Limited	Manufacture of sanitary paper products	Indirect subsidiary Holds 100.00% of shares	-	626	"
10.	BJC & CF (Thailand) Company Limited	Distribution of pharmaceutical products and consumer products	Indirect subsidiary Holds 100.00% of shares	12,446	12,643	"
			<b>Total</b>	<b>8,577,419</b>	<b>7,943,805</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Associates</b>						
1.	Gaew Grung Thai Company Limited	Trading cullets, glass bottle, plastics and used supplies	Associate Holds 24.65% of shares	909,834	1,138,180	The Company and subsidiaries purchased of goods and received services from associate company with market price net of mark up margin.
			<b>Total</b>	<b>909,834</b>	<b>1,138,180</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Joint Ventures</b>						
1.	Malaya Glass Products Sdn Bhd	Manufacture of glass containers	Subsidiary of joint venture Holds 50.00% of shares	34,296	-	The Company and subsidiaries purchased of goods and received services from joint venture with market price net of mark up margin.
2.	Malaya-Vietnam Glass Limited	Manufacture of glass containers	Subsidiary of joint venture Holds 35.00% of shares	75,874	-	"
3.	BJC & CF (Thailand) Company Limited	Distribution of pharmaceutical products and consumer products	Joint venture Holds 51.00% of shares	-	1,178	The Company and subsidiaries purchased of goods and received services from joint venture with market price net of mark up margin.

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Joint Ventures</b>						
4.	Berli Asiatic Soda Company Limited	Importer and distributor of soda ash	Joint venture Holds 50.00% of shares	490,055	599,562	"
5.	B-MED X Company Limited	Digital health platform	Joint venture Holds 50.00% of shares	1,488	1,499	"
			<b>Total</b>	<b>601,713</b>	<b>602,239</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
1.	Beerthip Brewery (1991) Company Limited	Beer brewery and production of drinking water and soda water	Common shareholders	22	-	The Company and subsidiaries purchased of goods and received services from other related party with market price net of mark up margin.
2.	Bang Pa-In Paper Mill Industry Company Limited	Manufacture and sale of paper	Common shareholders	10,514	6,280	"
3.	Cosmos Brewery (Thailand) Company Limited	Beer brewery and production of drinking water and soda water	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	11	-	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
4.	Chuong Duong Beverages Joint Stock Company	Produce and trade beverage, canned foods and sub-materials	Common shareholders	-	337	"
5.	F&N Dairies (Thailand) Company Limited	Manufacture and distribution of dairy products	Common shareholders	429,366	428,641	"
6.	F&N United Company Limited	Manufacture and distribution of dairy products	Common shareholders	20,167	22,757	"
7.	Frasers Property Thailand Industrial Freehold and Leasehold REIT	Industrial Real Estate Trust investing in Freehold and Leasehold of factory and warehouse properties	Common shareholders	73,468	73,974	The Company and subsidiaries purchased of goods and received services from other related party with market price net of mark up margin.

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
8.	Home and Office Delivery Company Limited	Beer, Spirits and non-alcoholic beverages distributor	Common shareholders	377	657	"
9.	Indara Insurance Public Company Limited	Underwriting non-life insurance	Common shareholders	42,593	79,753	"
10.	Lastica Company Limited	Trading of raw rubber	Common shareholders	-	204	"
11.	MM Mega Market (Vietnam) Company Limited	Wholesale	Common shareholders	79,148	79,885	"
12.	Num Yuk Company Limited	Spirits and non-alcoholic beverages distributor	Common shareholders	-	46	"
13.	Oishi Food Services Company Limited	Distribution of food	Common shareholders	82,848	62,123	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
14.	Paksong Capital Company Limited	Investment	Co-director - Mr. Aswin Techajareonvikul and common shareholders	2,788	7,967	"
15.	Pomcharoen Company Limited	Beer, drinking water and soda water distributor	Common shareholders	7	-	"
16.	Pomchock Company Limited	Beer, drinking water and soda water distributor	Common shareholders	11	-	"
17.	Pomkit Company Limited	Beer, drinking water and soda water distributor	Common shareholders	4	-	"
18.	Pomklang Company Limited	Beer, drinking water and soda water distributor	Common shareholders	38	-	"
19.	Pomnakorn Company Limited	Beer, drinking water and soda water distributor	Common shareholders	13	-	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
20.	Pompalang Company Limited	Beer, drinking water and soda water distributor	Common shareholders	15	-	"
21.	Modern Trade Management Company Limited	Spirits and non-alcoholic beverages distributor	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	2,775,449	3,174,338	The Company and subsidiaries purchased of goods and received services from other related party with market price net of mark up margin.
22.	Pomburapa Company Limited	Beer, drinking water and soda water distributor	Common shareholders	126	-	"
23.	Pomtip (2012) Company Limited	Beer, drinking water and soda water distributor	Common shareholders	697	945	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
24.	Serm Suk Public Company Limited	Production and distribution of beverage	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	8,798	30,302	"
25.	Southeast Capital Company Limited	Provide leasing and hire purchase services	Common shareholders	2,852	4,862	"
26.	Southeast Life Insurance Public Company Limited	Underwriting life insurance, Personal accident insurance and health insurance	Common shareholders	3,453	1,575	"
27.	Serm Suk Beverage Company Limited	Production and distribution of beverage	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	394	197	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
28.	Terragro Fertilizer Company Limited	Manufacture and sale of chemical fertilizer	Co-director - Mr. Prasert Maekwatana and common shareholders	22,739	20,543	"
29.	Thai Beverage Logistic Company Limited	Transportation and distribution	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	1,373	-	"
30.	Thai Beverage Recycle Company Limited	Trading of bottles	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	1,466,793	1,376,566	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
31.	Thip Sugar Kamphaengphet Company Limited	Manufacture, sale and export sugar	Common shareholders	196,400	347,209	"
32.	Frasers Property Industrial (Thailand) Company Limited	Development of warehouses for rent	Common shareholders	76,975	3,055	The Company and subsidiaries purchased of goods and received services from other related party with market price net of mark up margin.
33.	T.C.C. Technology Company Limited	Rendering services of information technology	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	78	-	"
34.	Thip Chalothorn Company Limited	Beer, Spirits and non-alcoholic beverages agency	Common shareholders	1,152,347	1,100,014	"
			<b>Total</b>	<b>6,449,864</b>	<b>6,822,230</b>	

## 4.2.2 Distribution costs and administrative expenses

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
1.	Asia Books Company Limited	Retailer of books and magazines	Subsidiary of indirect subsidiary Holds 99.96% of shares	1,747	1,248	Subsidiary charged distribution costs and administrative expenses at contractually agreed prices.
2.	Berli Jucker Cellox Limited	Manufacture of sanitary paper products	Direct subsidiary Holds 98.13% of shares	7,094	3,884	"
3.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	7,084	2,828	"
4.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	64,051	72,677	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
5.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	424	33	"
6.	BJC Healthcare Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Direct subsidiary Holds 100.00% of shares	-	60	Subsidiary charged distribution costs and administrative expenses at contractually agreed prices.
7.	BJH Investment Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	143	-	"
8.	BJC Industrial and Trading Company Limited	Sale and solution provider for graphic printing technology and engineering equipment and supplies	Direct subsidiary Holds 100.00% of shares	353	-	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
9.	Montana Marketing Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	40	-	"
10.	Cosma Trading Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	200	17	"
11.	BJC Glass (Thailand) Company Limited	Dormant	Indirect subsidiary Holds 100.00% of shares	-	8	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
13.	TBC-Ball Beverage Can Vietnam Limited	Manufacture of aluminum cans and lids	Subsidiary of indirect subsidiary Holds 26.79% of shares	123	123	"
14.	BJC Cafe Company Limited	Non-alcohol beverage shop	Direct subsidiary Holds 100.00% of shares	21	14	"
15.	Big C Supercenter Public Company Limited	Retail	Indirect subsidiary Holds 99.96% of shares	166,305	154,193	"
16.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	280	-	Subsidiary charged distribution costs and administrative expenses at contractually agreed prices.
17.	BJC Big C Development Center Company Limited	Seminar and training center	Direct subsidiary Holds 100.00% of shares	2,576	1,142	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
18.	White Group Public Company Limited	Import and sale of industrial chemical products and property rental	Indirect subsidiary Holds 97.16% of shares	2,265	1,423	"
19.	Big C Food Services Company Limited	Retail	Subsidiary of indirect subsidiary Holds 99.96% of shares	21	57	"
20.	BJC Move Company Limited	Land transport and freight service	Indirect subsidiary Holds 100.00% of shares	214,144	186,526	"
21.	Synergy Intertrade Company Limited (Formerly Sapcharoen 168 Company Limited)	Investment	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	679	"
			<b>Total</b>	<b>490,294</b>	<b>447,094</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Joint Ventures</b>						
1.	Malaya Glass Products Sdn Bhd	Manufacture of glass containers	Subsidiary of joint venture Holds 50.00% of shares	325	1,066	Joint venture charged distribution costs and administrative expenses at contractually agreed prices.
2.	BJC & CF (Thailand) Company Limited	Distribution of pharmaceutical products and consumer products	Joint venture Holds 51.00% of shares	-	31	"
3.	B-MED X Company Limited	Digital health platform	Joint venture Holds 50.00% of shares	6,226	3,329	"
			<b>Total</b>	<b>6,551</b>	<b>4,426</b>	

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
1.	Asset World Retail Company Limited	Real estate	Common shareholders	40,751	33,262	Other related party charged distribution costs and administrative expenses at contractually agreed prices.
2.	Siripattanasub Kalare Night Bazaar Company Limited	Shopping center management	Common shareholders	-	434	"
3.	Andaman Resort Asset Company Limited	Hotel	Common shareholders	5	772	"
4.	Baanboun Vetchakij Company Limited	Clinical businesses	Common shareholders	1,412	1,099	"
5.	Beer Thai (1991) Public Company Limited	Beer brewery and production of drinking water and soda water	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	2	-	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
6.	Bang Pa-In Paper Mill Industry Company Limited	Manufacture and sale of paper	Common shareholders	310	668	"
7.	Cosmos Brewery (Thailand) Company Limited	Beer brewery and production of drinking water and soda water	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	4	-	"
8.	Siripattanasub Kalare Chiang Mai Company Limited	Real Estate	Common shareholders	5,717	6,093	"
9.	Concept Land 9 Company Limited	Hotel	Common shareholders	2	-	Other related party charged distribution costs and administrative expenses at contractually agreed prices.
10.	DhosPaak Company Limited	Advertising agency	Common shareholders	1,283	4,246	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
11.	Surawong Pattana Company Limited	Real estate	Common shareholders	587	587	"
12.	F&N Dairies (Thailand) Company Limited	Manufacture and distribution of dairy products	Common shareholders	329	-	"
13.	Food of Asia Company Limited	Restaurant business	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	56	-	"
14.	Golden Ventures Leasehold Real Estate Investment Trust	Property fund for investing in freehold and leasehold properties	Common shareholders	349	345	Other related party charged distribution costs and administrative expenses at contractually agreed prices.

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
15.	Greenland 1 Company Limited	Real estate	Common shareholders	-	3,938	"
16.	Gateway Saka Ekkamai Company Limited	Real estate	Common shareholders	5,680	1,431	"
17.	Home and Office Delivery Company Limited	Beer, Spirits and non-alcoholic beverages distributor	Common shareholders	466	346	"
18.	Indara Insurance Public Company Limited	Underwriting non-life insurance	Common shareholders	115,002	182,977	"
19.	One Bangkok Company Limited	Real estate	Common shareholders	16,949	580	"
20.	Kasemsubbhakdi Company Limited	Property development	Common shareholders	8,624	9,474	"
21.	Lastica Company Limited	Trading of raw rubber	Common shareholders	204	-	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
22.	Media Front Company Limited	Real estate	Common shareholders	390	-	"
23.	Siripattanasub Company Limited	Hotel	Common shareholders	601	-	"
24.	Me Linh Point Limited	Real estate management and office leasing	Common shareholders	334	353	"
25.	MM Mega Market (Vietnam) Company Limited	Wholesale	Common shareholders	22,951	1,758	"
26.	N.C.C. Management & Development Company Limited	Space rental for exhibition businesses	Common shareholders	4,888	5,293	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
27.	North Park Golf and Sport Club Company Limited	Golf and sport club service	Common shareholders	50	949	"
28.	Num Yuk Company Limited	Spirits and non-alcoholic beverages distributor	Common shareholders	-	8	"
29.	New Multi Mine Company Limited	Hotel	Common shareholders	2	-	"
30.	Oishi Group Public Company Limited	Japanese restaurant and distribution of food and beverages	Common shareholders	57	-	"
31.	Oishi Ramen Company Limited	Japanese restaurants	Common shareholders	59	62	"
32.	Plubphlchai Tower Company Limited	Real estate	Common shareholders	2,238	2,286	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
33.	One Bangkok Mitsukoshi Company Limited	Supermarkets	Common shareholders	10	-	"
34.	Pan International (Thailand) Company Limited	Purchasing service, wholesale spare parts	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	2	-	Other related party charged distribution costs and administrative expenses at contractually agreed prices.
35.	Pomtip (2012) Company Limited	Beer, drinking water and soda water distributor	Common shareholders	-	19	"
36.	Private Living Company Limited	Hotel	Common shareholders	-	9	"
37.	Kalare Chang Klan Chiangmai Company Limited	Real estate	Common shareholders	6	-	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
38.	Sang Som Company Limited	Spirits distiller	Common shareholders	1	-	"
39.	Serm Suk Public Company Limited	Production and distribution of beverage	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	158	126	"
40.	Southeast Capital Company Limited	Provide leasing and hire purchase services	Common shareholders	68,664	71,654	"
41.	Southeast Life Insurance Public Company Limited	Underwriting life insurance, Personal accident insurance and health insurance	Common shareholders	13,665	12,475	"
42.	Surasate Company Limited	Real estate	Common shareholders	7,052	6,764	"
43.	Siripattanasub Retail Bangkok Company Limited	Real estate	Common shareholders	6,080	4,646	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
44.	Siripattanasub Living Company Limited	Real estate	Common shareholders	5	-	"
45.	AWC Lifestyle Commercial Property Company Limited	Real estate	Common shareholders	815	691	"
46.	TCC Hotel Collection Company Limited	Hotel and restaurant	Common shareholders	1,297	1,478	"
47.	TCC Luxury Hotels & Resort Company Limited	Hotel and restaurant	Common shareholders	19	-	"
48.	Thai Beverage Logistic Company Limited	Transportation and distribution	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	4,472	4,339	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
49.	Thai Beverage Recycle Company Limited	Trading of bottles	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	24,943	24,014	-
50.	Thanapakdi Company Limited	Spirits distiller	Common shareholders	1	-	Other related party charged distribution costs and administrative expenses at contractually agreed prices.
51.	Thippattana Arcade Company Limited	Space rental and services	Common shareholders	1,378	1,243	"
52.	TCC Hotel Asset Management Company Limited	Hotel	Common shareholders	987	1,358	"
53.	Frasers Property Industrial (Thailand) Company Limited	Development of warehouses for rent	Common shareholders	-	23	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
54.	The QSR of Asia Company Limited	Restaurant business	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	397	8	"
55.	T.C.C. Technology Company Limited	Rendering services of information technology	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	31,579	24,771	"
56.	Siripattanasub Hotels Bangkok Company Limited	Hotel	Common shareholders	303	1,896	"
57.	United Homes Company Limited	Property development	Common shareholders	487	462	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
58.	The Street Retail Development Company Limited	Real estate	Common shareholders	2	-	"
59.	Wattanapat Trading Company Limited	Real estate	Common shareholders	805	-	"
60.	Wichian Buri Pattana Company Limited	Real estate	Common shareholders	98	13	"
			<b>Total</b>	<b>392,528</b>	<b>412,950</b>	

## 4.2.3 Interest expenses

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
1.	Berli Jucker Cellox Limited	Manufacture of sanitary paper products	Direct subsidiary Holds 98.13% of shares	9,407	4,386	Subsidiary lent to the Company and charged interest at the borrowing cost of lender and market rates.
2.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	1,562	395	"
3.	Berli Jucker Specialties Limited	Sale of chemicals	Direct subsidiary Holds 99.15% of shares	1,628	2,078	"
4.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	59	15	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
5.	BJC Healthcare Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Direct subsidiary Holds 100.00% of shares	9	-	"
6.	BJH Investment Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	3,527	5,153	"
7.	BJC Industrial and Trading Company Limited	Sale and solution provider for graphic printing technology and engineering equipment and supplies	Direct subsidiary Holds 100.00% of shares	5,978	7,742	"
8.	BJC International Company Limited	Agent and investment	Direct subsidiary Holds 100.00% of shares	-	1,324	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
9.	Big C Retail Corporation Public Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	34	-	"
10.	BJC Packaging Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	11,987	23,916	"
11.	BJC Commerce Company Limited	Dormant	Direct subsidiary Holds 100.00% of shares	-	4	"
12.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	865	2,668	Subsidiary lent to the Company and charged interest at the borrowing cost of lender and market rates.
13.	BJC Cafe Company Limited	Non-alcohol beverage shop	Direct subsidiary Holds 100.00% of shares	254	334	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
14.	Thai-Scandic Steel Company Limited	Dormant	Subsidiary of indirect subsidiary Holds 100.00% of shares	1	-	"
15.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	-	6	"
			<b>Total</b>	<b>35,311</b>	<b>48,021</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Joint Ventures</b>						
1.	B J C Marine Resources Development Company Limited	Operated in lease prawn ponds and equipment	Joint venture Holds 50.00% of shares	112	113	Joint venture lent to the Company and subsidiary and charged interest at the borrowing cost of lender and market rates.
			<b>Total</b>	<b>112</b>	<b>113</b>	

### 4.3 Trade receivables

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
1.	Asia Books Company Limited	Retailer of books and magazines	Subsidiary of indirect subsidiary Holds 99.96% of shares	46	113	Trade Receivable for sale transaction in 1.1
2.	Berli Jucker Cellox Limited	Manufacture of sanitary paper products	Direct subsidiary Holds 98.13% of shares	127	600	"
3.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	831	59	"
4.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	7	1,006	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
5.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	7,027	7,444	"
6.	BJH Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	1,250	-	"
7.	Montana Marketing Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	49,517	38,649	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
8.	Cosma Trading Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	4,684	4,381	"
9.	BJC Foods (Malaysia) Sdn Bhd	Manufacture of snack foods	Indirect subsidiary Holds 100.00% of shares	25	487	"
10.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	6	93	"
11.	Thai Beverage Can Limited	Manufacture of aluminum cans and lids	Direct subsidiary Holds 50.00% of shares	111	-	Trade Receivable for sale transaction in 1.1
12.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	22,046	15,351	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
13.	Thai Glass Industries Public Company Limited	Manufacture of glass containers	Subsidiaries of indirect subsidiaries Holds 98.63% of shares	57	1,219	"
14.	BJC Cafe Company Limited	Non-alcohol beverage shop	Direct subsidiary Holds 100.00% of shares	31	20	"
15.	Thai Malaya Glass Company Limited	Manufacture of glass containers	Indirect subsidiary Holds 100.00% of shares	105	113	"
16.	Thai-Scandic Steel Company Limited	Dormant	Subsidiary of indirect subsidiary Holds 100.00% of shares	-	84	"
17.	BJC International Holding Pte. Ltd.	Dormant	Direct subsidiary Holds 100.00% of shares	476	476	"
18.	Big C Supercenter Public Company Limited	Retail	Indirect subsidiary Holds 99.96% of shares	305,040	350,734	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
19.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	2,142	-	"
20.	White Group Public Company Limited	Import and sale of industrial chemical products and property rental	Indirect subsidiary Holds 97.16% of shares	54	-	"
21.	Big C Food Services Company Limited	Retail	Subsidiary of indirect subsidiary Holds 99.96% of shares	16	50	"
22.	BJC Move Company Limited	Land transport and freight service	Indirect subsidiary Holds 100.00% of shares	-	531	Trade Receivable for sale transaction in 1.1

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
23.	Tawanna Bang Phli Company Limited	Real estate	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	485	"
			<b>Total</b>	<b>393,598</b>	<b>421,895</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Joint Ventures</b>						
1.	Malaya Glass Products Sdn Bhd	Manufacture of glass containers	Subsidiary of joint venture Holds 50.00% of shares	2,729	2,561	Trade Receivable for sale transaction in 1.1
2.	Malaya-Vietnam Glass Limited	Manufacture of glass containers	Subsidiary of joint venture Holds 35.00% of shares	944	193	"
3.	Berli Asiatic Soda Company Limited	Importer and distributor of soda ash	Joint venture Holds 50.00% of shares	69	68	"
4.	Berli Dynaplast Company Limited	Manufacture of rigid plastic containers	Joint venture Holds 49.00% of shares	256	247	"
5.	B-MED X Company Limited	Digital health platform	Joint venture Holds 50.00% of shares	932	318	"
			<b>Total</b>	<b>4,930</b>	<b>3,387</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
1.	TCC Corporation Company Limited	Holding company	Major shareholders and co-director - Mrs. Thapanee Techajareonvikul	-	103	Trade Receivable for sale transaction in 1.1
2.	The Pantip Ladprao Company Limited	Property management	Common shareholders	-	1	"
3.	Asiatic House Company Limited	Rental and development of real estate	Common shareholders	29	-	"
4.	Athimart Company Limited	Spirits distiller	Common shareholders	15	445	Trade Receivable for sale transaction in 1.1
5.	Asset World Retail Company Limited	Real estate	Common shareholders	102	103	"
6.	North Park Property Development Company Limited	Real estate	Common shareholders	27	18	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
7.	ASM Management Company Limited	Asset management and service	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	10	-	"
8.	Asset World Corp Public Company Limited	Investment	Co-director - Mr. Rungson Sriworasat - Mr. Prapakon Thongtheppairot and common shareholders	24	106	"
9.	Andaman Resort Asset Company Limited	Hotel	Common shareholders	22	-	"
10.	Asset World Attraction and Retail Company Limited	Digital commerce platforms	Common shareholders	7	-	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
11.	Baanboun Vetchakij Company Limited	Clinical businesses	Common shareholders	6,489	8,687	"
12.	Bangna Glass Company Limited	Glass bottle manufacturer and distributor	Common shareholders	3	-	"
13.	Beer Thai (1991) Public Company Limited	Beer brewery and production of drinking water and soda water	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	54,945	57,300	"
14.	Beerthip Brewery (1991) Company Limited	Beer brewery and production of drinking water and soda water	Common shareholders	18,762	24,213	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
15.	BevTech Company Limited	Production of plastic packaging and relating business	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	8	542	"
16.	Bangkok Smart Power Company Limited	Power & electricity plant	Common shareholders	3	3	"
17.	Cosmos Brewery (Thailand) Company Limited	Beer brewery and production of drinking water and soda water	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	17,901	26,821	"
18.	CAC Company Limited	Management of the ASEAN Economic Community (AEC) centre	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	31	22	Trade Receivable for sale transaction in 1.1

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
19.	Cash Van Management Company Limited	Beer, Spirits and non- alcoholic beverages distributor	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	63	117	"
20.	Siripattanasub Kalare Chiang Mai Company Limited	Real Estate	Common shareholders	104	98	"
21.	Concept Land 9 Company Limited	Hotel	Common shareholders	253	-	"
22.	Siripattanasub Hotels Lanna Company Limited	Hotel	Common shareholders	28	56	"
23.	CW Tower Company Limited	Property management	Common shareholders	243	151	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
24.	Chuong Duong Beverages Joint Stock Company	Produce and trade beverage, canned foods and sub-materials	Common shareholders	18,098	25,840	"
25.	DhosPaak Company Limited	Advertising agency	Common shareholders	5	4	"
26.	Fuengfuanant Company Limited	Spirits distiller	Common shareholders	33	397	"
27.	F&N Dairies (Thailand) Company Limited	Manufacture and distribution of dairy products	Common shareholders	16,042	339	"
28.	F&N United Company Limited	Manufacture and distribution of dairy products	Common shareholders	7,956	7,473	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
29.	Food of Asia Company Limited	Restaurant business	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	14	19	"
30.	Frasers Property Management Services (Thailand) Company Limited	Real estate	Common shareholders	12	-	"
31.	Golden Wealth Company Limited	Project consultant and project management	Common shareholders	-	10	Trade Receivable for sale transaction in 1.1
32.	Grand Unity Development Company Limited	Property development (Condominium)	Common shareholders	24	24	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
33.	Golden Land Property Development Public Company Limited	Property development	Common shareholders	69	253	"
34.	Frasers Property Home (Thailand) Company Limited	Property development	Common shareholders	239	194	"
35.	Golden Ventures Leasehold Real Estate Investment Trust	Property fund for investing in freehold and leasehold properties	Common shareholders	199	202	"
36.	AWC Hotel Property Mae Ping Company Limited	Hotel	Common shareholders	104	52	"
37.	Kanchanasing Korn Company Limited	Spirits distiller	Common shareholders	7	866	"
38.	Kankwan Company Limited	Spirits distiller	Common shareholders	8	404	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
39.	Kasem Subsiri Company Limited	Real estate	Common shareholders	386	1,196	"
40.	One Bangkok Company Limited	Real estate	Common shareholders	5,820	2,626	"
41.	Kasemsubbhakdi Company Limited	Property development	Common shareholders	871	839	"
42.	Luckchai Liquor Trading Company Limited	Spirits distributor	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	4	435	"
43.	Mongkolsamai Company Limited	Spirits distiller	Common shareholders	37	1,115	"
44.	Media Front Company Limited	Real estate	Common shareholders	10	22	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
45.	Siripattanasub Company Limited	Hotel	Common shareholders	29	10	"
46.	MM Mega Market (Vietnam) Company Limited	Wholesale	Common shareholders	42,703	37,512	"
47.	N.C.C. Management & Development Company Limited	Space rental for exhibition businesses	Common shareholders	442	165	"
48.	Natechai Company Limited	Spirits distiller	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	7	810	Trade Receivable for sale transaction in 1.1
49.	North Park Golf and Sport Club Company Limited	Golf and sport club service	Common shareholders	55	82	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
50.	Num Palang Company Limited	Spirits and non-alcoholic beverages distributor	Common shareholders	-	3	"
51.	Num Yuk Company Limited	Spirits and non-alcoholic beverages distributor	Common shareholders	-	15	"
52.	New Multi Mine Company Limited	Hotel	Common shareholders	38	100	"
53.	Oishi Trading Company Limited	Manufacture and distribution of food and beverage	Co-director - Mr. Prapakon Thongtheppairot and common shareholders	10,255	9,273	"
54.	Oishi Ramen Company Limited	Japanese restaurants	Common shareholders	14	-	"
55.	Plubphlachai Tower Company Limited	Real estate	Common shareholders	90	44	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
56.	Oishi Food Services Company Limited	Distribution of food	Common shareholders	754	996	"
57.	Paksong Capital Company Limited	Investment	Co-director - Mr. Aswin Techajareonvikul and common shareholders	70	70	"
58.	Pan International (Thailand) Company Limited	Purchasing service, wholesale spare parts	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	12	14	"
59.	Pomklang Company Limited	Beer, drinking water and soda water distributor	Common shareholders	-	7	"
60.	Pomtip (2012) Company Limited	Beer, drinking water and soda water distributor	Common shareholders	157	10	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
61.	Pramuanphon Company Limited	Distributor and spirits distiller	Common shareholders	22	-	"
62.	Paksong Highland Company Limited	Coffee Business	Co-director - Mr. Aswin Techajareonvikul and common shareholders	97	19	"
63.	Pattaya Patana Asset Company Limited	Hotel	Common shareholders	221	-	Trade Receivable for sale transaction in 1.1
64.	Red Bull Distillery (1988) Company Limited	Spirits distiller	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	14	460	"
65.	Ratchayothin Tower Company Limited	Real estate	Common shareholders	30	11	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
66.	Food Channel Silomm Company Limited	Real estate	Common shareholders	-	12	"
67.	S.S. Karnsura Company Limited	Spirits distiller	Common shareholders	5	405	"
68.	Sang Som Company Limited	Spirits distiller	Common shareholders	332	405	"
69.	Serm Suk Public Company Limited	Production and distribution of beverage	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	50,763	54,653	"
70.	Siam Realty Company Limited	Property management	Common shareholders	26	23	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
71.	Simathurakij Company Limited	Spirits distiller	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	11	438	"
72.	Southeast Life Insurance Public Company Limited	Underwriting life insurance, Personal accident insurance and health insurance	Common shareholders	5	-	"
73.	Sura Bangyikhan Company Limited	Spirits distiller	Common shareholders	15	449	"
74.	Sathorn Subsin Company Limited	Hotel and serviced apartment business	Common shareholders	67	55	"
75.	Wanna Charoen Sub Company Limited	Real estate	Common shareholders	69	70	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
76.	STT GDC (Thailand) Company Limited	Server depository service	Common shareholders	-	12	"
77.	Silom Corporation Company Limited	Property development	Common shareholders	41	17	"
78.	Siripattanasub Imperial Company Limited	Real estate	Common shareholders	181	1,053	"
79.	Siripattanasub Imperial Korat Company Limited	Real estate	Common shareholders	12	56	"
80.	Saigon Beer - Alcohol - Beverage Corporation	Production and distribution of beverage products, logistics, mechanical equipment manufacturing and property development	Common shareholders	214,129	261,398	Trade Receivable for sale transaction in 1.1

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
81.	Siripattanasub Retail Bangkok Company Limited	Real estate	Common shareholders	47	9	"
82.	Siripattanasub Living Company Limited	Real estate	Common shareholders	35	-	"
83.	Sarapad Thai Company Limited	Real estate	Common shareholders	8	-	"
84.	AWC Lifestyle Commercial Property Company Limited	Real estate	Common shareholders	7,299	467	"
85.	TCC Hotel Collection Company Limited	Hotel and restaurant	Common shareholders	711	174	"
86.	TCC Land Company Limited	Mortgage, pawn, sale of consignment and other business transaction related to immovable assets	Common shareholders	25	25	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
87.	TCC Luxury Hotels & Resort Company Limited	Hotel and restaurant	Common shareholders	1	21	"
88.	The Hotel Sukhumvit 50 Company Limited	Hotel	Common shareholders	118	-	"
89.	North Park Service Apartment Company Limited	Real estate	Common shareholders	8	-	"
90.	Terragro Fertilizer Company Limited	Manufacture and sale of chemical fertilizer	Co-director - Mr. Prasert Maekwatana and common shareholders	81	774	"
91.	Thai Alcohol Public Company Limited	Alcohol Manufacture	Common shareholders	12	-	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
92.	Thai Beverage Energy Company Limited	Production and distribution of biogas	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	-	13	"
93.	Thai Beverage Logistic Company Limited	Transportation and distribution	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	11	1,896	"
94.	Thai Beverage Public Company Limited	Investment	Co-director - Miss Potjane Thanavaranit - Mr. Thapana Sirivadhanabhakdi and common shareholders	221	202	Trade Receivable for sale transaction in 1.1

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
95.	Thai Beverage Recycle Company Limited	Trading of bottles	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	1,232,438	1,423,488	"
96.	Thai Drink Company Limited	Distribution of beverages	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	3,054	8	"
97.	Thanapakdi Company Limited	Spirits distiller	Common shareholders	42	741	"
98.	The Suphanburi Sugar Industry Company Limited	Manufacture, sale and export sugar	Common shareholders	-	88	"
99.	Theparunothai Company Limited	Spirits distiller	Common shareholders	4	398	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
100.	Thip Sugar Kamphaengphet Company Limited	Manufacture, sale and export sugar	Common shareholders	12	545	"
101.	Thip Sugar Sukhothai Company Limited	Manufacture, sale and export sugar	Common shareholders	-	360	"
102.	Thippattana Arcade Company Limited	Space rental and services	Common shareholders	70	144	"
103.	TCC Hotel Asset Management Company Limited	Hotel	Common shareholders	3,853	1,981	"
104.	Thai Molasses Company Limited	Trading of Molasses	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	1,225	-	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
105.	Thip Sukhothai Bio-Tech Company Limited	Production and distribution of organic fertilizers	Common shareholders	19	-	"
106.	TCC Phumipat Company Limited	Investment	Common shareholders	-	13	"
107.	TCC Nawamin Phumipat Company Limited	Real estate	Common shareholders	-	3	"
108.	Frasers Property (Thailand) Public Company Limited	Ready-built factories and warehouses for rent	Common shareholders	34	30	"
109.	Frasers Property Industrial (Thailand) Company Limited	Development of warehouses for rent	Common shareholders	351	322	"
110.	Frasers Property Industrial REIT Management (Thailand) Company Limited	REIT Management	Common shareholders	10	14	Trade Receivable for sale transaction in 1.1

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
111.	The QSR of Asia Company Limited	Restaurant business	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	385	588	"
112.	T.C.C. Technology Company Limited	Rendering services of information technology	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	30	16	"
113.	Siripattanasub Hotels Bangkok Company Limited	Hotel	Common shareholders	9	57	"
114.	United Winery and Distillery Company Limited	Spirits distiller	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	41,118	500	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
115.	Univentures Public Company Limited	Real estate	Co-director - Miss Potjane Thanavaranit - Mr. Thapana Sirivadhanabhakdi and common shareholders	13	-	"
116.	The Street Retail Development Company Limited	Real estate	Common shareholders	-	314	"
117.	Wrangyer Beverage (2008) Company Limited	Manufacture and sale of nourishment beverages	Common shareholders	654	1,773	"
			<b>Total</b>	<b>1,761,571</b>	<b>1,964,707</b>	

#### 4.4 Trade payables

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
1.	Asia Books Company Limited	Retailer of books and magazines	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	1	Trade Payable from purchase of goods and services in 2.1
2.	Berli Jucker Cellox Limited	Manufacture of sanitary paper products	Direct subsidiary Holds 98.13% of shares	676,225	624,952	"
3.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	557,539	483,826	"
4.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	1,166	2,668	"
5.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	146	46	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
6.	BJC Healthcare Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Direct subsidiary Holds 100.00% of shares	139	139	"
7.	BJH Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	-	2	"
8.	BJC Industrial and Trading Company Limited	Sale and solution provider for graphic printing technology and engineering equipment and supplies	Direct subsidiary Holds 100.00% of shares	1	-	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
9.	Cosma Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	-	761	"
10.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	354,312	330,184	Trade Payable from purchase of goods and services in 2.1
11.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	200	-	"
12.	Thai Malaya Glass Company Limited	Manufacture of glass containers	Indirect subsidiary Holds 100.00% of shares	-	198	"
13.	BJC Move Company Limited	Land transport and freight service	Indirect subsidiary Holds 100.00% of shares	33	49	"
14.	BJC & CF (Thailand) Company Limited	Distribution of pharmaceutical products and consumer products	Indirect subsidiary Holds 100.00% of shares	1,688	5,889	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
			For the year ended		
			31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>					
			<b>Total</b>	<b>1,591,449</b>	<b>1,448,715</b>

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Associates</b>						
1.	Gaew Grung Thai Company Limited	Trading cullets, glass bottle, plastics and used supplies	Associate Holds 24.65% of shares	77,894	108,791	Trade Payable from purchase of goods and services in 2.1
			<b>Total</b>	<b>77,894</b>	<b>108,791</b>	

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Joint Ventures</b>						
1.	Malaya Glass Products Sdn Bhd	Manufacture of glass containers	Subsidiary of joint venture Holds 50.00% of shares	9,847	-	Trade Payable from purchase of goods and services in 2.1
2.	Malaya-Vietnam Glass Limited	Manufacture of glass containers	Subsidiary of joint venture Holds 35.00% of shares	13,563	-	"
3.	Berli Asiatic Soda Company Limited	Importer and distributor of soda ash	Joint venture Holds 50.00% of shares	164,305	155,889	"
			<b>Total</b>	<b>187,715</b>	<b>155,889</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
1.	Feed Addition Company Limited	Trading of feeds and fertilizer	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	1,862	2,782	Trade Payable from purchase of goods and services in 2.1
2.	Bang Pa-In Paper Mill Industry Company Limited	Manufacture and sale of paper	Common shareholders	3,373	2,707	"
3.	F&N Dairies (Thailand) Company Limited	Manufacture and distribution of dairy products	Common shareholders	101,203	100,094	"
4.	F&N United Company Limited	Manufacture and distribution of dairy products	Common shareholders	7,162	4,891	"
5.	Indara Insurance Public Company Limited	Underwriting non-life insurance	Common shareholders	50	118	"
6.	MM Mega Market (Vietnam) Company Limited	Wholesale	Common shareholders	5,981	5,647	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
7.	Oishi Group Public Company Limited	Japanese restaurant and distribution of food and beverages	Common shareholders	-	8	"
8.	Oishi Food Services Company Limited	Distribution of food	Common shareholders	26,434	20,395	"
9.	Paksong Capital Company Limited	Investment	Co-director - Mr. Aswin Techajareonvikul and common shareholders	711	2,540	"
10.	Pomcharoen Company Limited	Beer, drinking water and soda water distributor	Common shareholders	8	-	"
11.	Pomchock Company Limited	Beer, drinking water and soda water distributor	Common shareholders	12	-	"
12.	Pomkit Company Limited	Beer, drinking water and soda water distributor	Common shareholders	4	-	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
13.	Pomnakorn Company Limited	Beer, drinking water and soda water distributor	Common shareholders	14	-	"
14.	Pompalang Company Limited	Beer, drinking water and soda water distributor	Common shareholders	16	-	"
15.	Modern Trade Management Company Limited	Spirits and non-alcoholic beverages distributor	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	220,043	252,122	Trade Payable from purchase of goods and services in 2.1
16.	Pomburapa Company Limited	Beer, drinking water and soda water distributor	Common shareholders	49	-	"
17.	Pomtip (2012) Company Limited	Beer, drinking water and soda water distributor	Common shareholders	141	205	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
18.	Serm Suk Public Company Limited	Production and distribution of beverage	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	7,540	10,128	"
19.	Serm Suk Beverage Company Limited	Production and distribution of beverage	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	23	49	"
20.	Terragro Fertilizer Company Limited	Manufacture and sale of chemical fertilizer	Co-director - Mr. Prasert Maekwatana and common shareholders	11,375	9,362	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
21.	Thai Beverage Logistic Company Limited	Transportation and distribution	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	1,101	1,578	"
22.	Thai Beverage Public Company Limited	Investment	Co-director - Miss Potjane Thanavarani - Mr. Thapana Sirivadhanabhakdi and common shareholders	5	5	"
23.	Thai Beverage Recycle Company Limited	Trading of bottles	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	127,928	269,752	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
24.	Thip Sugar Kamphaengphet Company Limited	Manufacture, sale and export sugar	Common shareholders	14,682	14,710	"
25.	Taveephol Agriculture Company Limited	Agriculture businesses	Common shareholders	-	2	"
26.	Frasers Property Industrial (Thailand) Company Limited	Development of warehouses for rent	Common shareholders	15	24	Trade Payable from purchase of goods and services in 2.1
27.	Thip Chalothorn Company Limited	Beer, Spirits and non-alcoholic beverages agency	Common shareholders	25,109	18,145	"
			<b>Total</b>	<b>554,841</b>	<b>715,264</b>	

#### 4.5 Short-term loans to related parties

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
1.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	474,000	524,000	The Company provided short-term loan to subsidiary. Interest rate defined from borrowing cost and market interest rate.
2.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	6,395	53,586	"
3.	BJC Healthcare Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Direct subsidiary Holds 100.00% of shares	491,774	334,998	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
4.	Big C Retail Corporation Public Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	578,115	-	"
5.	BJC Packaging Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	491,683	-	"
6.	BJC Commerce Company Limited	Dormant	Direct subsidiary Holds 100.00% of shares	415	390	"
7.	Montana Company Limited	Sale of pharmaceutical ingredients	Direct subsidiary Holds 100.00% of shares	376,585	305,391	The Company provided short-term loan to subsidiary. Interest rate defined from borrowing cost and market interest rate.
8.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	112,600	-	"
9.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	193,621	615,900	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
10.	Thai Glass Industries Public Company Limited	Manufacture of glass containers	Subsidiaries of indirect subsidiaries Holds 98.63% of shares	-	824,000	"
11.	Thai-Scandic Steel Company Limited	Dormant	Subsidiary of indirect subsidiary Holds 100.00% of shares	-	38,000	"
12.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	104,213	5,565	"
13.	BJC Big C Holdings Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	14,049	8,378	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
14.	B Raise Ventures Company Limited	Investment and property rental	Direct subsidiary Holds 100.00% of shares	13,618	6,062	"
			<b>Total</b>	<b>2,857,068</b>	<b>2,716,270</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Joint Ventures</b>						
1.	BJC O-I Glass Pte. Ltd.	Investment	Joint venture Holds 50.00% of shares	256,618	276,665	Subsidiary provided short-term loan to joint venture. Interest rate defined from borrowing cost and market interest rate.
			<b>Total</b>	<b>256,618</b>	<b>276,665</b>	

#### 4.6 Current portion of long-term loans to related parties

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
1.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	1,331,055	-	The Company provided current portion of long-term loan to subsidiary. Interest rate defined from borrowing cost and market interest rate.
2.	Big C Retail Corporation Public Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	15,000,000	8,500,000	"
3.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	55,127	-	"
			<b>Total</b>	<b>16,386,182</b>	<b>8,500,000</b>	

#### 4.7 Long-term loans to related parties

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
1.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	-	1,386,055	The Company provided long-term loan to subsidiary. Interest rate defined from borrowing cost and market interest rate.
2.	Big C Retail Corporation Public Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	70,861,647	78,861,648	"
3.	BJC Packaging Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	4,112,500	-	"
4.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	410,000	-	"
5.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	307,636	388,821	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
6.	BJC Big C Holdings Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	133,579	133,579	"
7.	B Raise Ventures Company Limited	Investment and property rental	Direct subsidiary Holds 100.00% of shares	177,460	177,460	"
			<b>Total</b>	<b>76,002,822</b>	<b>80,947,563</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Joint Ventures</b>						
1.	BJC O-I Glass Pte. Ltd.	Investment	Joint venture Holds 50.00% of shares	30,905	33,319	Subsidiary provided long-term loan to joint venture. Interest rate defined from borrowing cost and market interest rate.
			<b>Total</b>	<b>30,905</b>	<b>33,319</b>	

#### 4.8 Short-term loans from related parties

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
1.	Berli Jucker Cellox Limited	Manufacture of sanitary paper products	Direct subsidiary Holds 98.13% of shares	670,800	234,000	The Company received short-term loan from subsidiary. Interest rate defined from borrowing cost of lender and market interest rate.
2.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	148,468	108,799	".
3.	Berli Jucker Specialties Limited	Sale of chemicals	Direct subsidiary Holds 99.15% of shares	76,022	75,531	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
4.	BJH Investment Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	299,609	83,640	"
5.	BJC Industrial and Trading Company Limited	Sale and solution provider for graphic printing technology and engineering equipment and supplies	Direct subsidiary Holds 100.00% of shares	277,359	278,532	"
6.	BJC Packaging Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	-	1,314,082	"
7.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	-	43,000	"
8.	BJC Cafe Company Limited	Non-alcohol beverage shop	Direct subsidiary Holds 100.00% of shares	11,629	11,947	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
9.	Thai-Scandic Steel Company Limited	Dormant	Subsidiary of indirect subsidiary Holds 100.00% of shares	3,000	-	"
			<b>Total</b>	<b>1,486,887</b>	<b>2,149,531</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Joint Ventures</b>						
1.	B J C Marine Resources Development Company Limited	Operated in lease prawn ponds and equipment	Joint venture Holds 50.00% of shares	5,000	5,000	The Company received short-term loan from joint venture. Interest rate defined from borrowing cost of lender and market interest rate.
			<b>Total</b>	<b>5,000</b>	<b>5,000</b>	

#### 4.9 Other current receivables

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
1.	Asia Books Company Limited	Retailer of books and magazines	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	2,866	Other current receivables from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5
2.	Berli Jucker Cellox Limited	Manufacture of sanitary paper products	Direct subsidiary Holds 98.13% of shares	120,894	133,013	"
3.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	161,688	100,255	"
4.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	14,463	23,065	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
5.	Berli Jucker Specialties Limited	Sale of chemicals	Direct subsidiary Holds 99.15% of shares	218	152	"
6.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	19,423	19,835	Other current receivables from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5
7.	BJC Healthcare Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Direct subsidiary Holds 100.00% of shares	2,646	2,300	"
8.	BJH Investment Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	4,243	57,818	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
9.	BJH Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	2,728	1,066	"
10.	BJC Industrial and Trading Company Limited	Sale and solution provider for graphic printing technology and engineering equipment and supplies	Direct subsidiary Holds 100.00% of shares	213	442	"
11.	BJC Cellox (Vietnam) Company Limited	Agent and Manufacture of sanitary paper products and sale of chemicals	Indirect subsidiary Holds 100.00% of shares	5,958	4,864	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
12.	BJC International Company Limited	Agent and investment	Direct subsidiary Holds 100.00% of shares	58	82	"
13.	BJC International (Myanmar) Company Limited	Consultant service in product analysis and data collection	Indirect subsidiary Holds 100.00% of shares	890	895	"
14.	Big C Retail Corporation Public Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	615,453	576,169	"
15.	Montana Marketing Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	1,695	2,264	Other current receivables from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
16.	BJC Packaging Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	11,515	405,595	"
17.	BJC Commerce Company Limited	Dormant	Direct subsidiary Holds 100.00% of shares	1	1	"
18.	Cosma Medical Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	602	571	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
19.	Cosma Trading Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	2,264	2,299	"
20.	I Chi Ban Foods Company Limited	Manufacture of soymilk and kimchi products	Indirect subsidiary Holds 75.00% of shares	2,756	1,833	"
21.	BJC Foods (Malaysia) Sdn Bhd	Manufacture of snack foods	Indirect subsidiary Holds 100.00% of shares	3,624	1,530	"
22.	BJC Glass (Thailand) Company Limited	Dormant	Indirect subsidiary Holds 100.00% of shares	-	5	"
23.	Montana Company Limited	Sale of pharmaceutical ingredients	Direct subsidiary Holds 100.00% of shares	1,132	1,496	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
24.	Phu Thai Group Joint Stock Company	Warehouse and sale of consumer products	Subsidiary of indirect subsidiary Holds 64.55% of shares	63,895	60,523	"
25.	Thai An Vietnam Trading Company Limited	Retail	Indirect subsidiary Holds 100.00% of shares	1,175	1,814	Other current receivables from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5
26.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	146,314	147,912	"
27.	TBC-Ball Beverage Can Vietnam Limited	Manufacture of aluminum cans and lids	Subsidiary of indirect subsidiary Holds 26.79% of shares	381	127	"
28.	Thai Beverage Can Limited	Manufacture of aluminum cans and lids	Direct subsidiary Holds 50.00% of shares	3,789	3,049	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
29.	Thai Corp International (Vietnam) Company Limited	Consumer product distribution	Subsidiary of indirect subsidiary Holds 75.00% of shares	37,825	36,278	"
30.	Thai Corp International Company Limited	Investment	Indirect subsidiary Holds 75.00% of shares	-	144	"
31.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	16,036	4,613	"
32.	Thai Glass Industries Public Company Limited	Manufacture of glass containers	Subsidiaries of indirect subsidiaries Holds 98.63% of shares	2,667	790,724	"
33.	BJC Cafe Company Limited	Non-alcohol beverage shop	Direct subsidiary Holds 100.00% of shares	172	403	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
34.	Thai Malaya Glass Company Limited	Manufacture of glass containers	Indirect subsidiary Holds 100.00% of shares	19,458	90,534	"
35.	Thai-Scandic Steel Company Limited	Dormant	Subsidiary of indirect subsidiary Holds 100.00% of shares	13	9,139	"
36.	BJC International Holding Pte. Ltd.	Dormant	Direct subsidiary Holds 100.00% of shares	7,271	6,082	Other current receivables from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5
37.	Big C Supercenter Public Company Limited	Retail	Indirect subsidiary Holds 99.96% of shares	50,491	111,030	"
38.	BJC Mega Market Company Limited	Coffee business	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	20	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
39.	BJC Power Company Limited	Investment in renewable energy business and solution provider for renewable energy systems and energy saving	Direct subsidiary Holds 100.00% of shares	9,275	7,766	"
40.	BCX Company Limited	Warehouse rental business	Indirect subsidiary Holds 100.00% of shares	150	278	"
41.	BJC Cellox (Cambodia) Company Limited	Manufacture of sanitary paper products	Indirect subsidiary Holds 100.00% of shares	1,136	242	"
42.	Vina Paper Company Limited	Manufacture of sanitary paper products	Indirect subsidiary Holds 100.00% of shares	15,220	30,213	"
43.	Big C (HK) Company Limited	Retail	Subsidiary of indirect subsidiary Holds 99.96% of shares	2,048	169	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
44.	BJC-Mpoint International Company Limited	Investment	Subsidiary of indirect subsidiary Holds 99.96% of shares	1,350	2,624	"
45.	BJC Big C Development Center Company Limited	Seminar and training center	Direct subsidiary Holds 100.00% of shares	454	-	Other current receivables from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5
46.	White Group Public Company Limited	Import and sale of industrial chemical products and property rental	Indirect subsidiary Holds 97.16% of shares	6,734	5,967	"
47.	Talad Krobkrua Company Limited	Real estate	Subsidiary of indirect subsidiary Holds 99.96% of shares	9	274	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
48.	Big C Food Services Company Limited	Retail	Subsidiary of indirect subsidiary Holds 99.96% of shares	76	174	"
49.	BJC Move Company Limited	Land transport and freight service	Indirect subsidiary Holds 100.00% of shares	8,356	8,471	"
50.	BJC Big C Holdings Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	436	431	"
51.	B Raise Ventures Company Limited	Investment and property rental	Direct subsidiary Holds 100.00% of shares	574	565	"
52.	Meechok 168 Company Limited	Providing retail business service	Subsidiary of indirect subsidiary Holds 99.96% of shares	200	19	"
53.	Ruangsap 168 Company Limited	Investment	Subsidiary of indirect subsidiary Holds 99.96% of shares	-	24	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
54.	Synergy Intertrade Company Limited (Formerly Sapcharoen 168 Company Limited)	Investment	Subsidiary of indirect subsidiary Holds 99.96% of shares	10	-	"
55.	BJC Wind Power 1 Company Limited	Manufacture and sale of electricity from wind power and other renewable energy	Indirect subsidiary Holds 100.00% of shares	29	-	"
56.	BJC Wind Power 2 Company Limited	Manufacture and sale of electricity from wind power and other renewable energy	Indirect subsidiary Holds 100.00% of shares	33	-	Other current receivables from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5
57.	BJC Wind Power 3 Company Limited	Dormant	Indirect subsidiary Holds 100.00% of shares	59	-	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
58.	BJC Wind Power 4 Company Limited	Dormant	Indirect subsidiary Holds 100.00% of shares	59	-	"
59.	BJC Solar Power 1 Company Limited	Manufacture and sale of electricity from solar power	Indirect subsidiary Holds 100.00% of shares	12	68	"
60.	Tawanna Bang Phli Company Limited	Real estate	Subsidiary of indirect subsidiary Holds 99.96% of shares	64	404	"
61.	Toryodfresh (Thailand) Company Limited	Real estate	Subsidiary of indirect subsidiary Holds 99.96% of shares	4	-	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
62.	BJC & CF (Thailand) Company Limited	Distribution of pharmaceutical products and consumer products	Indirect subsidiary Holds 100.00% of shares	614	445	"
			<b>Total</b>	<b>1,368,853</b>	<b>2,658,942</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Associates</b>						
1.	Gaew Grung Thai Company Limited	Trading cullets, glass bottle, plastics and used supplies	Associate Holds 24.65% of shares	465	424	Other current receivables from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5
			<b>Total</b>	<b>465</b>	<b>424</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Joint Ventures</b>						
1.	BJC O-I Glass Pte. Ltd.	Investment	Joint venture Holds 50.00% of shares	54,695	39,858	Other current receivables from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5
2.	Malaya Glass Products Sdn Bhd	Manufacture of glass containers	Subsidiary of joint venture Holds 50.00% of shares	48,986	51,324	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Joint Ventures</b>						
3.	Malaya-Vietnam Glass Limited	Manufacture of glass containers	Subsidiary of joint venture Holds 35.00% of shares	215	2,649	"
4.	BJC Glass Company Limited	Investment	Subsidiary of joint venture Holds 50.00% of shares	3,650	3,935	"
5.	BJC Glass Vietnam Limited	Warehouse rental business	Subsidiary of joint venture Holds 50.00% of shares	8,968	8,968	"
6.	Berli Asiatic Soda Company Limited	Importer and distributor of soda ash	Joint venture Holds 50.00% of shares	66	127	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Joint Ventures</b>						
7.	Berli Dynaplast Company Limited	Manufacture of rigid plastic containers	Joint venture Holds 49.00% of shares	827	782	"
8.	B J C Marine Resources Development Company Limited	Operated in lease prawn ponds and equipment	Joint venture Holds 50.00% of shares	45	45	"
9.	Pan Muen Saen Larn Won Company Limited	Dormant	Joint venture Holds 49.00% of shares	12	-	"
10.	B-MED X Company Limited	Digital health platform	Joint venture Holds 50.00% of shares	759	2,167	"
			<b>Total</b>	<b>118,223</b>	<b>109,855</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
1.	Beer Chang Company Limited	Trademark holding and production of beer concentrate	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	-	155	Other current receivables from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5
2.	F&N United Company Limited	Manufacture and distribution of dairy products	Common shareholders	227	234	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
3.	Golden Ventures Leasehold Real Estate Investment Trust	Property fund for investing in freehold and leasehold properties	Common shareholders	56	28	"
4.	Indara Insurance Public Company Limited	Underwriting non-life insurance	Common shareholders	57,588	29,283	"
5.	MM Mega Market (Vietnam) Company Limited	Wholesale	Common shareholders	56,257	60,705	"
6.	Me Innovation Service Company Limited	Life and non-life support service	Common shareholders	-	76	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
7.	Paksong Capital Company Limited	Investment	Co-director - Mr. Aswin Techajareonvikul and common shareholders	155	270	"
8.	Southeast Life Insurance Public Company Limited	Underwriting life insurance, Personal accident insurance and health insurance	Common shareholders	1,009	1,965	"
9.	Thai Beverage Logistic Company Limited	Transportation and distribution	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	388	378	"
10.	Thai Beverage Recycle Company Limited	Trading of bottles	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	776	-	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
11.	Thai-Lysaght Company Limited	Manufacture and sale of zinc oxide and chemicals	Common shareholders	1,465	-	"
12.	T.C.C. Technology Company Limited	Rendering services of information technology	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	540	28	Other current receivables from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5
			<b>Total</b>	<b>118,461</b>	<b>93,122</b>	

#### 4.10 Supplier receivables and tenant receivables

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
1.	Bang Pa-In Paper Mill Industry Company Limited	Manufacture and sale of paper	Common shareholders	154	160	Supplier receivable and tenant receivable for other income transaction in 1.5
2.	F&N Dairies (Thailand) Company Limited	Manufacture and distribution of dairy products	Common shareholders	10,484	7,499	"
3.	F&N United Company Limited	Manufacture and distribution of dairy products	Common shareholders	1,609	938	"
4.	MM Mega Market (Vietnam) Company Limited	Wholesale	Common shareholders	97	241	"
5.	Me Innovation Service Company Limited	Life and non-life support service	Common shareholders	703	3,571	"
6.	Me Insurance Broker Company Limited	Life and non-life insurance broker	Common shareholders	-	9	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
7.	Oishi Ramen Company Limited	Japanese restaurants	Common shareholders	6,383	7,526	"
8.	Oishi Food Services Company Limited	Distribution of food	Common shareholders	5,756	7,379	"
9.	Oishi Trading Company Limited	Manufacture and distribution of food and beverage	Co-director - Mr. Prapakon Thongtheppairot and common shareholders	-	32	Supplier receivable and tenant receivable for other income transaction in 1.5
10.	Paksong Capital Company Limited	Investment	Co-director - Mr. Aswin Techajareonvikul and common shareholders	3	1	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
11.	Modern Trade Management Company Limited	Spirits and non-alcoholic beverages distributor	Co-director - Mr. Thapana Sirivadhanabhakdi - Mr. Prapakon Thongtheppairot and common shareholders	39,022	46,152	"
12.	Serm Suk Public Company Limited	Production and distribution of beverage	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	19,096	2,159	"
13.	Southeast Life Insurance Public Company Limited	Underwriting life insurance, Personal accident insurance and health insurance	Common shareholders	24	-	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
14.	Coffee Concepts Retail Company Limited	Retail coffee shop	Common shareholders	665	553	"
15.	Thai Drink Company Limited	Distribution of beverages	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	196	167	"
16.	Thip Sugar Kamphaengphet Company Limited	Manufacture, sale and export sugar	Common shareholders	2,378	797	"
17.	Frasers Property Industrial (Thailand) Company Limited	Development of warehouses for rent	Common shareholders	2,242	-	"
18.	The QSR of Asia Company Limited	Restaurant business	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	9,374	8,620	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
19.	Thip Chalothorn Company Limited	Beer, Spirits and non-alcoholic beverages agency	Common shareholders	7,912	7,130	"
			<b>Total</b>	<b>106,098</b>	<b>92,934</b>	

#### 4.11 Other current payables

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
1.	Asia Books Company Limited	Retailer of books and magazines	Subsidiary of indirect subsidiary Holds 99.96% of shares	95	127	Other current payable from 2.2 distribution costs and administrative expenses and/or 2.3 interest expenses.
2.	Berli Jucker Cellox Limited	Manufacture of sanitary paper products	Direct subsidiary Holds 98.13% of shares	5,061	1,740	"
3.	Berli Jucker Foods Limited	Manufacture of snack foods and dairy products	Direct subsidiary Holds 100.00% of shares	3,065	1,400	"
4.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	15,115	21,443	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
5.	Berli Jucker Specialties Limited	Sale of chemicals	Direct subsidiary Holds 99.15% of shares	353	411	"
6.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	30	3	"
7.	BJC Healthcare Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Direct subsidiary Holds 100.00% of shares	36	115	"
8.	BJH Investment Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	628	1,141	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
9.	BJC Industrial and Trading Company Limited	Sale and solution provider for graphic printing technology and engineering equipment and supplies	Direct subsidiary Holds 100.00% of shares	411	656	"
10.	Big C Retail Corporation Public Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	34	-	"
11.	Montana Marketing Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	13,164	12,023	Other current payable from 2.2 distribution costs and administrative expenses and/or 2.3 interest expenses.

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
12.	BJC Packaging Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	6	3,109	"
13.	Cosma Trading Company Limited	Marketed pharmaceutical products, medical equipment, medical supply, food supplement, cosmetic and other Healthcare products	Indirect subsidiary Holds 100.00% of shares	-	14	"
14.	Rubia Industries Limited	Manufacture of soaps, cosmetics and confectionery	Direct subsidiary Holds 99.85% of shares	2,716	5,027	"
15.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	1,742	4,943	"
16.	BJC Cafe Company Limited	Non-alcohol beverage shop	Direct subsidiary Holds 100.00% of shares	38	30	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
17.	Thai-Scandic Steel Company Limited	Dormant	Subsidiary of indirect subsidiary Holds 100.00% of shares	1	-	"
18.	Big C Supercenter Public Company Limited	Retail	Indirect subsidiary Holds 99.96% of shares	87,374	48,958	"
19.	Big C (HK) Company Limited	Retail	Subsidiary of indirect subsidiary Holds 99.96% of shares	35	-	"
20.	BJC Big C Development Center Company Limited	Seminar and training center	Direct subsidiary Holds 100.00% of shares	624	781	"
21.	White Group Public Company Limited	Import and sale of industrial chemical products and property rental	Indirect subsidiary Holds 97.16% of shares	169	124	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
22.	BJC Move Company Limited	Land transport and freight service	Indirect subsidiary Holds 100.00% of shares	45,108	33,000	Other current payable from 2.2 distribution costs and administrative expenses and/or 2.3 interest expenses.
23.	Synergy Intertrade Company Limited (Formerly Sapcharoen 168 Company Limited)	Investment	Subsidiary of indirect subsidiary Holds 99.96% of shares	19	-	"
24.	BJC & CF (Thailand) Company Limited	Distribution of pharmaceutical products and consumer products	Indirect subsidiary Holds 100.00% of shares	132	-	"
			<b>Total</b>	<b>175,956</b>	<b>135,045</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Associates</b>						
1.	Gaew Grung Thai Company Limited	Trading cullets, glass bottle, plastics and used supplies	Associate Holds 24.65% of shares	265	1,248	Other current payable from 2.2 distribution costs and administrative expenses and/or 2.3 interest expenses.
			<b>Total</b>	<b>265</b>	<b>1,248</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Joint Ventures</b>						
1.	Malaya Glass Products Sdn Bhd	Manufacture of glass containers	Subsidiary of joint venture Holds 50.00% of shares	-	741	Other current payable from 2.2 distribution costs and administrative expenses and/or 2.3 interest expenses.
2.	B J C Marine Resources Development Company Limited	Operated in lease prawn ponds and equipment	Joint venture Holds 50.00% of shares	9	10	"
3.	B-MED X Company Limited	Digital health platform	Joint venture Holds 50.00% of shares	1,741	3,738	"
			<b>Total</b>	<b>1,750</b>	<b>4,489</b>	

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
1.	The Pantip Ladprao Company Limited	Property management	Common shareholders	-	3	Other current payable from 2.2 distribution costs and administrative expenses and/or 2.3 interest expenses.
2.	Asset World Retail Company Limited	Real estate	Common shareholders	4,300	1,682	"
3.	Siripattanasub Kalare Night Bazaar Company Limited	Shopping center management	Common shareholders	-	40	"
4.	Bang Pa-In Paper Mill Industry Company Limited	Manufacture and sale of paper	Common shareholders	11	1,463	"
5.	Cosmos Brewery (Thailand) Company Limited	Beer brewery and production of drinking water and soda water	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	11	-	"

	Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
6.	Siripattanasub Kalare Chiang Mai Company Limited	Real Estate	Common shareholders	258	329	"
7.	Surawong Pattana Company Limited	Real estate	Common shareholders	83	-	"
8.	F&N Dairies (Thailand) Company Limited	Manufacture and distribution of dairy products	Common shareholders	59	-	"
9.	Golden Ventures Leasehold Real Estate Investment Trust	Property fund for investing in freehold and leasehold properties	Common shareholders	58	30	"
10.	Gateway Saka Ekkamai Company Limited	Real estate	Common shareholders	256	202	"
11.	Home and Office Delivery Company Limited	Beer, Spirits and non-alcoholic beverages distributor	Common shareholders	144	196	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
12.	Indara Insurance Public Company Limited	Underwriting non-life insurance	Common shareholders	3,847	5,379	"
13.	One Bangkok Company Limited	Real estate	Common shareholders	944	417	"
14.	Kasemsubbhakdi Company Limited	Property development	Common shareholders	422	407	"
15.	MM Mega Market (Vietnam) Company Limited	Wholesale	Common shareholders	740	219	"
16.	N.C.C. Management & Development Company Limited	Space rental for exhibition businesses	Common shareholders	1,007	61	"
17.	North Park Golf and Sport Club Company Limited	Golf and sport club service	Common shareholders	1	1	Other current payable from 2.2 distribution costs and administrative expenses and/or 2.3 interest expenses.

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
18.	Oishi Ramen Company Limited	Japanese restaurants	Common shareholders	-	12	"
19.	Plubphlachai Tower Company Limited	Real estate	Common shareholders	68	74	"
20.	Paksong Capital Company Limited	Investment	Co-director - Mr. Aswin Techajareonvikul and common shareholders	73	45	"
21.	Private Living Company Limited	Hotel	Common shareholders	-	4	"
22.	Kalare Chang Klan Chiangmai Company Limited	Real estate	Common shareholders	-	7	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
23.	Serm Suk Public Company Limited	Production and distribution of beverage	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	-	124	"
24.	Southeast Capital Company Limited	Provide leasing and hire purchase services	Common shareholders	14,332	17,067	"
25.	Southeast Life Insurance Public Company Limited	Underwriting life insurance, Personal accident insurance and health insurance	Common shareholders	1,165	251	"
26.	Surasate Company Limited	Real estate	Common shareholders	492	288	"
27.	Southeast Money Company Limited	Providing loan services for businesses and individual	Common shareholders	4	4	"
28.	Siripattanasub Retail Bangkok Company Limited	Real estate	Common shareholders	351	-	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
29.	AWC Lifestyle Commercial Property Company Limited	Real estate	Common shareholders	15	15	"
30.	TCC Hotel Collection Company Limited	Hotel and restaurant	Common shareholders	6	387	"
31.	Thai Beverage Public Company Limited	Investment	Co-director - Miss Potjanee Thanavaranit - Mr. Thapana Sirivadhanabhakdi and common shareholders	-	90	"
32.	Thai Beverage Recycle Company Limited	Trading of bottles	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	2,360	2,290	Other current payable from 2.2 distribution costs and administrative expenses and/or 2.3 interest expenses.

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
33.	Thippattana Arcade Company Limited	Space rental and services	Common shareholders	69	167	"
34.	TCC Hotel Asset Management Company Limited	Hotel	Common shareholders	902	676	"
35.	The QSR of Asia Company Limited	Restaurant business	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	100	-	"
36.	T.C.C. Technology Company Limited	Rendering services of information technology	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	8,611	2,654	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
37.	Siripattanasub Hotels Bangkok Company Limited	Hotel	Common shareholders	304	165	"
			<b>Total</b>	<b>40,993</b>	<b>34,749</b>	

#### 4.12 Other non-current financial assets

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
1.	F&N United Company Limited	Manufacture and distribution of dairy products	Common shareholders	16,879	-	Other non-current financial assets from interest received per 1.2 and/or dividend received per 1.3 and/or income from allocation of administrative expense per 1.4 and/or other income per 1.5
2.	MM Mega Market (Vietnam) Company Limited	Wholesale	Common shareholders	36,087	54,130	"
			<b>Total</b>	<b>52,966</b>	<b>54,130</b>	

### 4.13 Other non-current assets

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Subsidiaries</b>						
1.	White Group Public Company Limited	Import and sale of industrial chemical products and property rental	Indirect subsidiary Holds 97.16% of shares	573	970	Other non-current assets from other income per 1.5
			<b>Total</b>	<b>573</b>	<b>970</b>	
Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Associates</b>						
1.	Gaew Grung Thai Company Limited	Trading cullets, glass bottle, plastics and used supplies	Associate Holds 24.65% of shares	120,000	120,000	Other non-current assets from other income per 1.5
			<b>Total</b>	<b>120,000</b>	<b>120,000</b>	
Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		

				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
1.	Siripattanasub Kalare Chiang Mai Company Limited	Real Estate	Common shareholders	1,454	1,451	Other non-current assets from other income per 1.5
2.	Frasers Property Thailand Industrial Freehold and Leasehold REIT	Industrial Real Estate Trust investing in Freehold and Leasehold of factory and warehouse properties	Common shareholders	11,772	11,772	"
3.	Golden Ventures Leasehold Real Estate Investment Trust	Property fund for investing in freehold and leasehold properties	Common shareholders	84	84	"
4.	Indara Insurance Public Company Limited	Underwriting non-life insurance	Common shareholders	1,846	1,353	"
5.	One Bangkok Company Limited	Real estate	Common shareholders	1,692	-	"
6.	N.C.C. Management & Development Company Limited	Space rental for exhibition businesses	Common shareholders	388	388	"

7.	AWC Lifestyle Commercial Property Company Limited	Real estate	Common shareholders	181	181	"
8.	TCC Hotel Collection Company Limited	Hotel and restaurant	Common shareholders	-	36	"
9.	Thai Drink Company Limited	Distribution of beverages	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	-	77	"
10.	Frasers Property Industrial (Thailand) Company Limited	Development of warehouses for rent	Common shareholders	729	729	"
11.	T.C.C. Technology Company Limited	Rendering services of information technology	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	4,543	870	"
			<b>Total</b>	<b>22,689</b>	<b>16,941</b>	

#### 4.14 Other current liabilities

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)	Business transaction
			For the year ended	

				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
1.	Oishi Ramen Company Limited	Japanese restaurants	Common shareholders	1,109	-	Other current liabilities from distribution costs and administrative expenses per 2.2

#### 4.15 Other non-current liabilities

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
1.	Berli Jucker Logistics Limited	International Freight and customs clearance service, warehousing service, transportation and distribution services	Direct subsidiary Holds 100.00% of shares	10,840	10,840	Other non-current liabilities from distribution costs and administrative expenses per 2.2
2.	BJC Specialties Company Limited	Sale of chemicals	Direct subsidiary Holds 100.00% of shares	683	1,594	"
3.	BJH Investment Company Limited	Investment	Direct subsidiary Holds 100.00% of shares	2,623	2,541	"
4.	BJC Consumer Company Limited	Sale of consumer products and animal feeds	Direct subsidiary Holds 100.00% of shares	41	20	"
5.	BJC Cafe Company Limited	Non-alcohol beverage shop	Direct subsidiary Holds 100.00% of shares	59	59	"

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Subsidiaries</b>						
6.	Big C Supercenter Public Company Limited	Retail	Indirect subsidiary Holds 99.96% of shares	21,534	22,854	"
7.	White Group Public Company Limited	Import and sale of industrial chemical products and property rental	Indirect subsidiary Holds 97.16% of shares	43	43	Other non-current liabilities from distribution costs and administrative expenses per 2.2
			<b>Total</b>	<b>35,823</b>	<b>37,951</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Joint Ventures</b>						
1.	Berli Asiatic Soda Company Limited	Importer and distributor of soda ash	Joint venture Holds 50.00% of shares	191	191	Other non-current liabilities from distribution costs and administrative expenses per 2.2
2.	Berli Dynaplast Company Limited	Manufacture of rigid plastic containers	Joint venture Holds 49.00% of shares	576	576	"
3.	B-MED X Company Limited	Digital health platform	Joint venture Holds 50.00% of shares	191	191	"
			<b>Total</b>	<b>958</b>	<b>958</b>	

Related Company	Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction	
			For the year ended			
			31 Dec 2025	31 Dec 2024		
<b>Other related parties</b>						
1.	F&N Dairies (Thailand) Company Limited	Manufacture and distribution of dairy products	Common shareholders	119	119	Other non-current liabilities from distribution costs and administrative expenses per 2.2
2.	Oishi Ramen Company Limited	Japanese restaurants	Common shareholders	12,091	13,302	"
3.	Oishi Food Services Company Limited	Distribution of food	Common shareholders	418	132	"
4.	Coffee Concepts Retail Company Limited	Retail coffee shop	Common shareholders	1,507	1,020	"
5.	Frasers Property Industrial (Thailand) Company Limited	Development of warehouses for rent	Common shareholders	-	1,820,001	"

Related Company		Type of Business	Ownership Interest Relationship with the Company	Value (In Thousand Baht)		Business transaction
				For the year ended		
				31 Dec 2025	31 Dec 2024	
<b>Other related parties</b>						
6.	The QSR of Asia Company Limited	Restaurant business	Co-director - Mr. Thapana Sirivadhanabhakdi and common shareholders	17,530	15,748	"
			<b>Total</b>	<b>31,665</b>	<b>1,850,322</b>	