Berli Jucker Public Company Limited
บริษัท เบอร์ลี่ ยุคเกอร์ จำกัด (มหาชน)

BJC Supply Chain Transparency & Reporting	**Support answer: 1.7 Supply Chain Management**
	Report Year: 2025

Coverage of the supplier screening, assessment, and development programs

Berli Jucker Public Company Limited and its subsidiaries (BJC) have established a systematic supplier screening and identification process to identify Significant Suppliers and to support effective supply chain risk management.

BJC conducts desk-based screening prior to direct supplier engagement to identify potential environmental, social, and governance (ESG) risks, as well as the business relevance of suppliers. The screening considers key risk dimensions, including environmental, social, governance, country-specific, sector-specific, and commodity-specific risks, together with business relevance factors such as spending levels, supplier criticality, dependency, and availability of alternative suppliers.

Based on the screening results, suppliers are categorized according to their level of risk and business importance. Critical or strategic suppliers are identified based on their significant impact on BJC's operations, particularly due to high spending levels and/or limited substitutability. Significant Suppliers are identified based on high potential ESG risks, high business relevance, or a combination of both.

The screening outcomes are used to identify suppliers for further assessment and appropriate risk management actions. Further details on BJC's supplier screening and identification process are disclosed on the BJC Group's website.

The results of the aforementioned evaluation process for identifying Significant Tier 1 Suppliers and Significant Non-Tier 1 Suppliers are summarized below.

Type	Amount (Numbers)
Significant Supplier Tier 1	869
Significant Supplier Non-tier 1	243

In 2025, BJC's spending on Significant Tier 1 Suppliers accounted for 65% of total procurement spend, while 243 Significant Non-Tier 1 Suppliers were identified.

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Spending Analysis

Number of Supplier

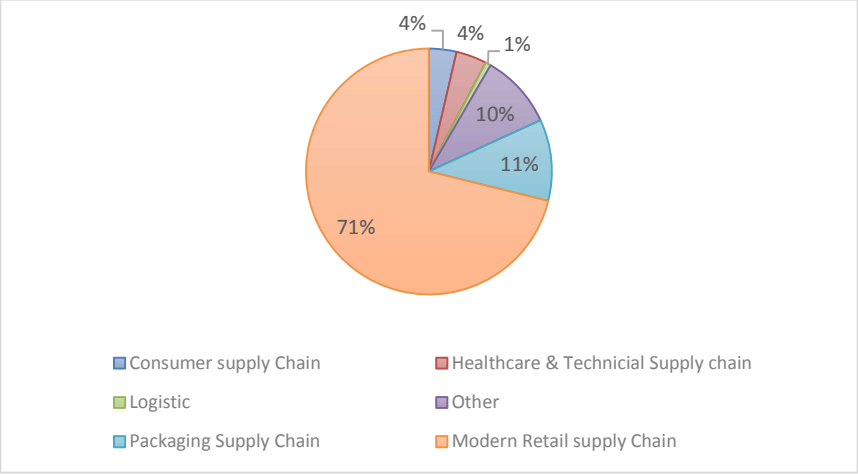
Type of Suppliers	Number ofSuppliers	% Share of Total Procurement Spent
Tier 1 Suppliers	7,744	100

Geographical

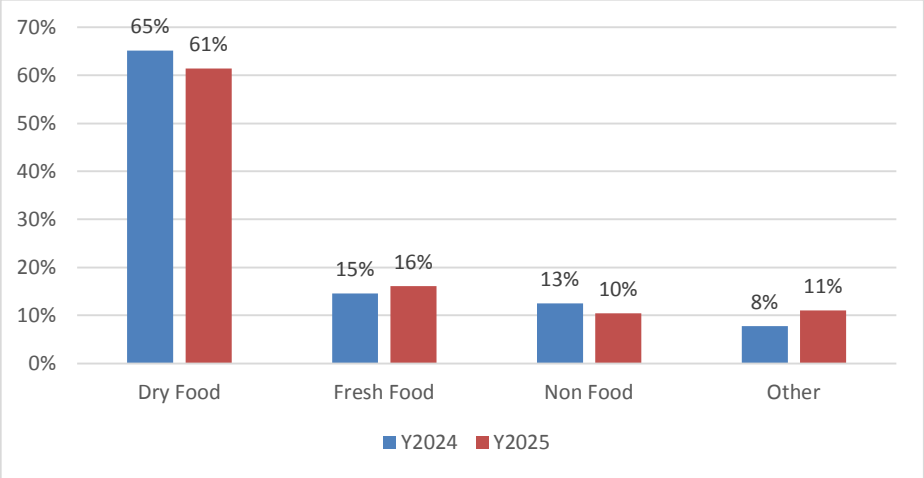
Spending	% Share of Total Procurement Spent
Local Supplier	93
Foreign Supplier	7

Category

The total spending by business group is shown in the illustrate below;



For the Retail business, the highest purchase is categorized as follows; (% of spendingvalue)



Note:

1) Non- food includes Home- line, Hard- line and Soft- line.

2) Other include back office and rental fee.

BJC group classified the management of Significant Supplier tier 1, into 2 assessment types,

1. Desk Assessment: Relevant departments will send surveys to suppliers according to the identified suppliers' risk to provide feedback on their respective management strategies of such risks, in addition to supplying additional documents or evidence of operations to allow relevant departments to verify the sufficiency and appropriateness of the management approach.
2. On-Site Assessment: Conducted for Significant Supplier at their respective operation locations be either the internal departments (2nd party assessment), and/or hiring external organizations to perform the assessment (3rd party assessment)

Following the evaluation, BJC Group will notify the suppliers about identified issues and coordinate with all relevant parties to collectively develop appropriate solution and mitigation strategies, including regular monitoring. All suppliers with identified issues

from the audit have developed and implemented appropriate improvement and corrective actions to resolve all issues. Additionally, no suppliers have been discontinued due to the supplier risks, which would negatively impact the company group.

Furthermore, BJC Group also has projects in place to assist the development of critical suppliers to foster sustainable growth, achieved through knowledge sharing and business development through training, joint projects, and continuous development of suppliers.

Examples of Supplier Development Programs Implemented in 2025

In 2025, the BJC Group implemented various supplier development programs to strengthen supplier capabilities, promote responsible sourcing, and support sustainable supply chain management. Key initiatives included:

1. **Sustainable Agriculture Program:** BJF supported local farmers through contract and cooperative farming models, promoting stable incomes, quality and safety standards, and environmentally sustainable agricultural practices.
2. **Agricultural Procurement Program:** Big C strengthened collaboration with farmers and agricultural institutions to improve product quality, enhance market access, and support stable and sustainable farmer incomes through direct procurement and technical support.
3. **Supplier Capacity Building and Technical Support:** BJC provided training, technical assistance, gap assessments, and improvement plans to key suppliers under the Green Industry Level 5 (Green Network) program, focusing on environmental management, resource efficiency, greenhouse gas reduction, and corporate governance.

Further details and performance results of these supplier development programs are disclosed in the BJC Sustainability Report and on the Company's website.