

**BJC**

Berli Jucker Public Company Limited

บริษัท เบอร์ลี่ ยุคเกอร์ จำกัด (มหาชน)

**BJC Supply Chain  
Transparency & Reporting****Support answer: 1.7 Supply  
Chain Management****Report Year: 2024****Spending Analysis****Number of Supplier**

Type of Suppliers	Number of Suppliers	% Share of Total Procurement Spent
Total Suppliers	3,056	100
Critical tier 1 Suppliers	334	42

**Geographical**

Spending	% Share of Total Procurement Spent
Local Supplier	94
Foreign Supplier	6

**BJC**

Berli Jucker Public Company Limited

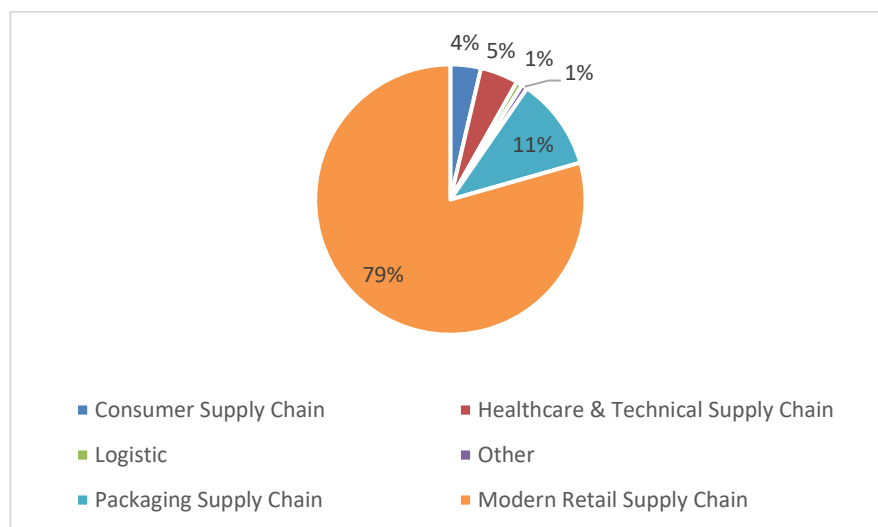
บริษัท เบอร์ลี่ ยุคเกอร์ จำกัด (มหาชน)

## BJC Supply Chain Transparency & Reporting

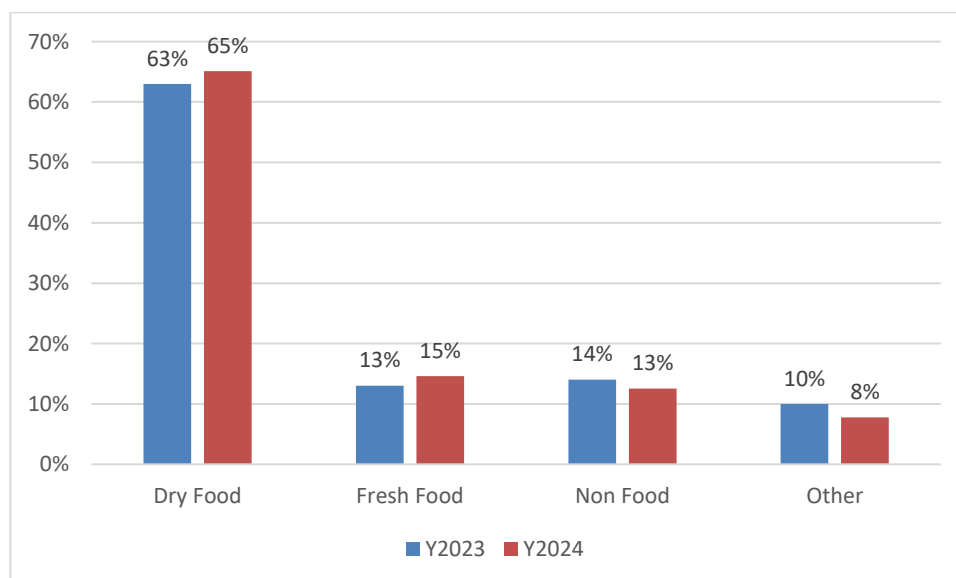
**Support answer: 1.7 Supply  
Chain Management****Report Year: 2024**

### 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 spending value)



 <b>Berli Jucker Public Company Limited</b> บริษัท เบอร์ลี่ ยุคเกอร์ จำกัด (มหาชน)	
<b>BJC Supply Chain Transparency &amp; Reporting</b>	<b>Support answer: 1.7 Supply Chain Management</b>
	<b>Report Year: 2024</b>

### **Supplier Screening and Identification**

Berli Jucker Public Company Limited and the group company (BJC Group) has developed a system to evaluate suppliers (Significant Suppliers) by considering Critical Tier 1 and Critical Non-Tier 1 Suppliers, enabling the effective planning and management of critical suppliers. The Company Group coordinated with the consultant to improve and develop systems for sustainable supply chain management.

BJC Group evaluated critical suppliers by considering factors which influences the suppliers' sustainable management including, 1) Spending 2) Criticality to Business Strategies and Operations, and 3) Ease of substitute suppliers' identification and the opportunity to collaborate on long-term business ventures. Identified critical suppliers are then evaluated based on their threats to sustainability, using the following criteria's,

- Country-specific risk: Considers supplier's location
- Sector-specific risk: Considers supplier's type of business
- Commodity-specific risk: Considers supplier's products
- Considers the characteristics of partners such as the organization and number of employees

Results of the forementioned evaluation process to identify Significant Suppliers tier 1 and Significant Suppliers Non-tier 1 can be summarized as follow,

<b>Type</b>	<b>Amount (Numbers)</b>
Significant Supplier Tier 1	357
Significant Supplier Non-tier 1	38

In 2024, BJC spend a total of 65% on significant tier-1 suppliers and a total of 38 significant non-tier-1 suppliers.

 Berli Jucker Public Company Limited บริษัท เบอร์ลี่ ยุคเกอร์ จำกัด (มหาชน)	
<b>BJC Supply Chain Transparency &amp; Reporting</b>	<b>Support answer: 1.7 Supply Chain Management</b>
	<b>Report Year: 2024</b>

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 (2<sup>nd</sup> party assessment), and/or hiring external organizations to perform the assessment (3<sup>rd</sup> 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's development programs implemented in 2024 includes:

#### 1) BigC's Farmer Development Program

BigC, a subsidiary of BJC, has been empowering local farmers in Northern Thailand since 2019 by providing access to modern agricultural techniques, scientific knowledge, and sustainable practices. The program focuses on optimizing cultivation methods, improving crop yields, and enhancing packaging practices, ensuring the production of high-quality, locally sourced produce for BigC's customers. This initiative supports economic development in the region and creates new income opportunities for farmers while promoting sustainability in agriculture.

 Berli Jucker Public Company Limited บริษัท เบอร์ลี่ ยุคเกอร์ จำกัด (มหาชน)	
<b>BJC Supply Chain Transparency &amp; Reporting</b>	<b>Support answer: 1.7 Supply Chain Management</b>
	<b>Report Year: 2024</b>

## 2) Sustainable Agriculture at Berli Jucker Food (BJF)

BJF's contract and cooperative farming models ensure a reliable supply of high-quality raw materials. By partnering with local farmers, BJF secures 95% of its materials through contract farming, offering income stability and access to continuous training. The remaining 5% is sourced through cooperative farming, with a focus on product quality and safety. BJF also implements environmentally sustainable practices, such as reducing chemical fertilizer use and promoting water-efficient irrigation, contributing to long-term agricultural sustainability.

## 3) Smart Farming and Support for Local Suppliers

BJC leads initiatives like the "Smart Farming System" and "Big C Big Smart Local" campaign to empower local farmers and SMEs. The Smart Farming System uses technology to improve crop yields, conserve resources, and optimize labor use. The "Big C Big Smart Local" campaign supports local farmers, OTOP enterprises, and SMEs by enhancing product quality, safety, and sustainability, ensuring the availability of fresh, high-quality products at Big C outlets. These efforts promote sustainable agriculture and strengthen local economies.

Developing suppliers' potential reduces suppliers' risks and increases business opportunities for the organization, safeguarding availability of sufficient raw materials for production and goods for sale to customers, allowing the best management of product quality and cost as the group intended, and enabling the business and suppliers to sustainably grow together.

## **ESG Integration in Supply Chain Management Strategy**

BJC has put in place systematic measures in order to ensure that the important issues in our supply chain are prevented from any misconduct caused by our suppliers. We are confident that our good sense of corporate responsibility will be forwarded to the suppliers, trade partners, service providers, contractors, as well as business alliances. Thus, we prioritize supply chain management through the supervision of our business partners.