













Stakeholder	Engagement Approach in 2022t	Needs/Expectations of Stakeholders in 2022	Company Responses in 2022	2022 Targets	Results in 2022	Next Year Plan
1. Employees 	<p>1. Perception of needs and expectations through engagement surveys as follows:</p> <p>1.1 Conducting 2 surveys/year.</p> <p>1.2 Specifying 3 survey question types.</p> <p>1.2.1 Engagement questions (Say, Stay, Strive).</p> <p>1.2.2 Based on current situation questions (Satisfaction).</p> <p>1.2.3 Open-ended questions for expressing opinions according to factors that impact engagement.</p> <p>1.3 Survey outcome processing, divided into 2 reports as follows:</p> <ul style="list-style-type: none">– Corporate– Business Group & Business Unit <p>2. Focus Group</p> <p>3. HR Visit</p> <p>4. Leadership Activities</p> <p>5. Develop an engagement dashboard for supervisory employees to be able to view scores themselves.</p>	<p>1. Remunerations and benefits.</p> <p>2. Performance evaluations.</p> <p>3. Career opportunities and development.</p> <p>4. Work processes.</p> <p>5. Quality of life and work environment.</p>	<p>The company cared for employees through the 100XHappiness strategy consistently with employees’ needs as follows:</p> <p>1. Remunerations and benefits: The company reviewed 2 benefits policies; Expanded medical reimbursement coverage for parents to be able to obtain reimbursements for clinical treatments. For employees with spouses and children to be able to obtain medical treatment reimbursements for OPD treatments for children and for both parents. Additionally, An employee self-service system was developed to improve employee convenience and to communicate remuneration criteria.</p> <p>2. Performance evaluations: The company developed a new performance evaluation system. Employees at level 5 and above have tested it to get feedback on their performance.</p> <p>3. Career opportunities and development: The company communicated and informed about promotion criteria to employees, organized congratulation days to praise employees and communicated about their career opportunities, whereby in 2022, a total of 15% of employees experienced growth. Additionally, the company provided online training and various projects to support employee development such as design thinking, mini-MBA and work rotations.</p> <p>4. Work processes: The company developed the work improvement through a BPR or business process redesign system.</p> <p>5. Quality of life and work environment: The company provided continuous care in regard to COVID-19, such as booster vaccinations, ATK vending machines, ATK result logging system, sending of medications to employees at home, Seasonal Flu Vaccines, improvement of the work environment through the “12 activities in 12 months” project e.g., Khru Nai Duang Chai Project, etc.</p>	<p>1. Engagement Score > 67%</p> <p>2. Average Turnover Rate < 5%</p> <p>3. Talent Turnover Rate < 3%</p> <p>4. Job Rotation for Development > 15%</p>	<p>1. Engagement Score 75%</p> <p>2. Average Turnover Rate = 5.05%</p> <p>3. Talent Turnover Rate = 2.17%</p> <p>4. Job Rotation for Development = 12.67%</p>	<p>Development of EE through:</p> <ul style="list-style-type: none">• 100XHappiness• Promotion of engagement through culture.• Recognition
2. Suppliers and contractors 2.1 General suppliers and contractors 	<p>1. Annual suppliers seminars</p> <p>2. Surveys of satisfaction, needs, and expectations of suppliers and contractors.</p> <p>3. Suppliers and contractor site visits.</p>	<p>1. Speed of procurement (with a focus on transparency to ensure business confidence).</p> <p>2. Digital transformation.</p> <p>3. Convenient and easy-to-use procurement system for making quotations.</p> <p>4. Various channels for offering supplier products and services.</p>	<p>1. Specified a policy on the use of electronic systems (DocuSign) in contract-making processes in parts of the contract signing and developed an E-Guarantee through the blockchain system.</p> <p>2. Provided online meetings suppliers to prevent the spread of COVID-19.</p> <p>3. Acknowledged a revised SCOC (Supplier Code of Conduct) to new and existing suppliers.</p> <p>4. Created channels for getting suppliers’ feedback through annual seminars, the company’s website, and procurement officers.</p> <p>5. Created supplier knowledge-sharing sessions to share new technological products and services with the procurement team and related users.</p> <p>6. Developed a new procurement system for suppliers to convenient and fast access bidding information and improved the existing procurement system for easy use.</p>	<p>1. Set 95% target for transitioning from paper contracts to electronic contracts (DocuSign).</p> <p>2. Change all bank guarantees in the contract guarantee system to e-guarantees by blockchain (BG).</p> <p>3. Acknowledged a revised SCOC (Supplier Code of Conduct) to new and existing suppliers.</p> <p>4. Receive feedback from suppliers through annual seminars.</p> <p>5. Specify KPIs of supplier knowledge-sharing sessions to facilitate studies or distribute implementation.</p> <p>6. Formulate a new work plan for improving the procurement system.</p> <p>7. Create a manual and channel for procurement system accessing through Azure Virtual Desktop for virtual access similar to the internal accessing system.</p>	<p>1. All paper contracts were transformed into electronic contracts and bank guarantees were changed to E-Guarantee (blockchain BG) for all related work projects.</p> <p>2. A supplier seminar was planned to be held in Q4.</p> <p>3. Suppliers signed to acknowledge the revised SCOC (Supplier Code of Conduct), whereby all new suppliers acknowledged, and 83% of all existing suppliers (who received awards within 3 years) signed in acknowledgement.</p> <p>4. New technologies from supplier knowledge-sharing sessions were implemented in 2 projects, namely, synthetic fiber concrete and modular building at service stations.</p> <p>5. The scope of work and the developer selection of the new procurement system were specified.</p>	<p>1. Implementation of the new procurement system.</p> <p>2. Planning for improvement of the work inspection process to meet standards.</p> <p>3. Organizing procurement exhibitions for suppliers to share new products and technologies.</p> <p>4. Supplier site visits according to the S&P global criteria.</p> <p>5. Annual supplier seminars.</p> <p>6. Surveys of the satisfaction, needs and expectations of suppliers.</p>



Stakeholder	Engagement Approach in 2022t	Needs/Expectations of Stakeholders in 2022	Company Responses in 2022	2022 Targets	Results in 2022	Next Year Plan
2.2 Truck transportation suppliers 	1. Offline and online communication as appropriate. 2. Sharing of news and information about various COVID-19 preventive measures. 3. Survey of satisfaction in receiving oil process and customer satisfaction.	1. Organize schedule at times when delivery volumes decrease in line with oil sales. 2. Enables suppliers to temporarily collaborate with other businesses when delivery quantities are low. 3. Post-meeting communication. 4. Work improvement and communication.	1. Coordinated with customers to follow the oil loading procedures 2. Reduced delivery cost during the economic downturn by not reserving vehicles and extending the life of vehicles in the southern region. 3. Establish a fair work schedule based on effectiveness and monitoring results in KPI meeting. 4. Enables suppliers to temporarily collaborate with other businesses when delivery quantities are low. 5. Increased backhaul trucking	1. Greater cooperation between customers and suppliers. 2. Reduced costs for suppliers. 3. Delegate work fairly and efficiently.	1. Smooth transportation during COVID-19 as a result of customers and suppliers understanding and cooperating with COVID-19 preventive measures. 2. Suppliers had additional job (Transfer depot) and got income to replace oil transportation income during COVID-19. 3. Fair allocation of work schedule.	1. Expand semi-trailer transport usage to 45% and increase backhaul trucking. 2. Increase work effectiveness and monitor KPI meeting 3. Joint seminars about services and work safety with suppliers.
2.3 Vessel transportation suppliers 	1. Offline and online communication 2. KPI meetings with suppliers every 3 months and regular discussions for work guidelines.	1. Long-term contracts. 2. Appropriate and competitive transportation fees. 3. Oil loss control during transportation according to targets. 4. No accidents and oil spills during oil transportation. 5. Joint improvement of oil transportation safety and effectiveness	1. Developed an oil transportation management system through the Smart Logistics & Inventory Management (SLIM) project to reduce time in oil load/unloading processes. 2. Assessed performance with suppliers according to the Tanker Management and Self-Assessment (TMSA) system. 3. Held meetings to monitor KPI every 3 months.	1. Oil loss control according to targets as follows: • Intransit Loss : Product < 0.14% on B/L Crude < 0.13% on B/L 2. Number of oil spills: 0. 3. In-transit number of accidents: 0.	1. Oil loss control according to targets as follows: • Intransit Loss : Product – 0.11% Crude – 0.13% 2. Number of oil spills: 0. 3. In-transit number of accidents: 0.	1. Performance assessments and KPI meetings with suppliers every 3 months. 2. Continuous inspection, monitoring and control of oil transportation. 3. Joint seminars about shipping transportation services, safety and work operations with suppliers.
2.4 Raw Materials Suppliers (crude oil/biofuel) 	1. Satisfaction survey 2. Monthly meetings with suppliers. 3. Visits and having conversations regularly.	1. Regularity of raw material procurement. 2. Fair and transparent procurement. 3. Providing beneficial information related to oil procurement. 4. Flexibility and smoothness in load/unloading crude oil/refined oil processes 5. Timely payment of goods/ services and delivery of documents. 6. Oil supply distribution and management completely per schedules, plans, and specifications.	1. Regularly procured raw materials by using transparent processes. 2. Continuous communication and shared beneficial information. 3. Performed flexible operations and jointly resolved issues. 4. Ensured that payments took place on schedule. 5. Ensured that oil supply was completed in accordance with schedule.	Supplier satisfaction evaluation score of 3 out of 5 total.	Supplier satisfaction evaluation score of 4.9 out of 5 total.	Monthly meetings with suppliers.



Stakeholder	Engagement Approach in 2022t	Needs/Expectations of Stakeholders in 2022	Company Responses in 2022	2022 Targets	Results in 2022	Next Year Plan
<div>3. Customers</div> <div>3.1 Customers: End Users</div> <div></div>	<div>1. Customer research.</div> <div>2. Marketing research.</div> <div>3. Customer behavior data from the POS and CRM systems.</div> <div>4. Data from the Department of Energy.</div> <div>5. Customer service work section.</div> <div>6. Post-service questionnaire via mobile application.</div>	<div>1. Convenient location.</div> <div>2. Speed of service.</div> <div>3. Polite and enthusiastic service.</div> <div>4. Sale of high-quality products.</div> <div>5. Clean and sufficient number of restrooms.</div> <div>6. Convenient access to service stations and sufficient parking spaces.</div> <div>7. Emergency plans and measures for various situations and post-incident assistance and compensation measures.</div> <div>8. Support for customer assistance measures during emergencies.</div>	<div>1. Expanded service stations with unique designs and a variety of non-oil services.</div> <div>2. Improved service standards for faster service.</div> <div>3. Implement technologies to improve services, such as expanding payment channels through Bangchak digital payments to reduce service time and expanding membership and point exchanges with partners such as SCB funds.</div> <div>4. Provided service procedures training for service station employees through the Bangchak Online Academy system.</div> <div>5. Continuously delivered high-quality and environmentally-friendly oil products. Bangchak was the only Thailand service station offering 2 types of Euro 5-standard, namely, E20 S EVO and Hi-Premium Diesel S.</div> <div>6. Improved service stations to offer more than only oil, such as restaurants, Inthanin coffee shops, minimarts, store-type restaurants, food stalls, food trucks and other lifestyle businesses such as pet food stores and parcel delivery outlets.</div> <div>7. Expanded EV charging stations and battery swapping stations</div> <div>8. Using customer insight to develop strategies for personalized offerings, such as special promotional offers to disappearing card members to motivate them to return for service.</div> <div>9. Strictly adhering to the personal data protection policy and improved security system while exchanging Bangchak member points by entering PIN numbers</div> <div>10. Launched a variety of campaigns to reduce the cost of living, such as the “One Baht per Liter” campaign offering discount coupons for Gasohol products through the Daily News newspaper, the “Payback on the Day of Gasoline Price Hike” campaign which members receive special points when they refuel on the first day when prices increase by paying in full according to the raised prices and receive the difference in oil price increase as special points to collect. The company also raised oil prices more slowly than competitors and returned a profit to customers when members refueled with any type of Bangchak oil, by which customers were able to receive a discount in the form of extra points by a maximum of 1.50 baht per liter (as of 3 December 2022).</div>	<div>1. The second largest market share of oil products in service stations.</div> <div>2. Rated as number 1 on the Net Promoter Score (NPS).</div>	<div>1. The second-largest market share of oil products in service stations.</div> <div>2. Rated as number 1 on the Net Promoter Score (NPS) in 2022 (by market 911).</div> <div>3. Customers’ overall service satisfaction score via the mobile application of 4.73/5.0 (as of December 2022).</div> <div>4. Developed +72 service stations nationwide including unique designs increasing to 26 stations (as of December 2022).</div> <div>5. Inthanin stores were developed inside and outside of service stations cumulatively by a total of 1,002 stores (as of December 2022).</div> <div>6. Increased the number of stations installed with EV chargers to 179 stations nationwide (as of December 2022).</div> <div>7. Developed non-oil services at service stations for a total of 3,652 accumulated touchpoints (as of December 2022).</div>	<div>1. Expand service stations with standard and unique designs to support customer needs.</div> <div>2. Partially renovate existing service stations to have greater readiness.</div> <div>3. Adopt digital technology to improve customer experiences.</div> <div>4. Develop and expand upon new non-oil business models along with partners to meet customer needs.</div>
<div>3.2 Customers: Industrial</div> <div></div>	<div>1. Market representatives.</div> <div>2. Technical service engineers.</div> <div>3. Exhibition booths in collaboration with the government and various associations.</div> <div>4. Satisfaction survey.</div> <div>5. Customer complaints.</div>	<div>1. Rapid responses by market representatives.</div> <div>2. Payment time extensions.</div> <div>3. Timely deliveries (delivery standards).</div> <div>4. Reasonable price and good quality products according to standards.</div>	<div>1. Extend payment or credit terms specifically for customers who have made 100% of their purchases from Bangchak and who have a good payment history and no outstanding debts.</div> <div>2. Granted special credit for customers without financial statements for the latest year or highly rated minor customers.</div> <div>3. Encouraged the use of an e-Tax Invoice system to conveniently access information via the online system.</div> <div>4. Held meetings with suppliers to summarize the needs and complaints from deliveries.</div> <div>5. Evaluate customers’ satisfaction after receiving services such as technical service and transportation services.</div> <div>6. Considered increasing the number of transportation vehicles during the sugarcane harvest season to sufficiently meet customers’ needs.</div> <div>7. Improved and developed solvents under the name BCP White Spirit-3040 for use in the paints, thinner and resin industries.</div> <div>8. Improved and expanded terminals to distribute more extensively and quickly.</div> <div>9. Improved lubrication database at www.bangchaklubricants.com.</div>	<div>1. Extend payment or credit terms to customers specifically and continuously.</div> <div>2. Customer satisfaction level of 85%.</div> <div>3. Release of new products according to customer needs.</div>	<div>1. Extended payment or credit terms to customers specifically and continuously.</div> <div>2. Customer satisfaction of 91%.</div> <div>3. Developed a new solvent product under the name BCP White Spirit-3040 for use in the paints industry.</div>	<div>1. Product Development consistently with customer needs.</div> <div>2. Improved delivery management.</div> <div>3. Developed technical consultation services to address usage issues.</div>



Stakeholder	Engagement Approach in 2022t	Needs/Expectations of Stakeholders in 2022	Company Responses in 2022	2022 Targets	Results in 2022	Next Year Plan
3.3 Customers: Wholesale 	<ol style="list-style-type: none">Market representatives.Technical service engineers.Exhibition booths in collaboration with the government and various associations.Satisfaction survey.Customer complaints.	<ol style="list-style-type: none">Rapid responses by market representatives.Payment time extensions.Timely deliveries.Promotional offers and competitive prices.Flexibility in terms of payment and transfers.	<ol style="list-style-type: none">Approved additional credit limits for the credit guaranteed.Organized promotional programs and quarterly/annual discounts to encourage customers to purchase continuously.	<ol style="list-style-type: none">Growth in sales of lubricant through wholesale.Continuous growth in market share.	<ol style="list-style-type: none">Sales of lubricant through wholesale grew according to targets.Market share increased from 2021.	<ol style="list-style-type: none">Holding small seminars with the customers to boost confidence in the quality and standards of products.Offer monthly discounts.
4. Service station operators (dealers, BGN, agricultural cooperatives) 	<ol style="list-style-type: none">Market representatives.Monthly/quarterly/annual meetings.BCP Link system.Mystery shoppers.Call center system.Data from the Department of Energy.Bangchak Online Academy.	<ol style="list-style-type: none">Improved business returns (business operations to generate greater profits and revenues).Support and supervise by Market representatives.Support to ensure standards and competitive readiness of service stations (modernization of station management systems).Effective equipment repair.Effective sales promotions and advertisement.Development of high-quality products.On-time and complete product delivery services without any losses.Business continuity plans and measures for various crisis situations.Ability to provide normal services during the crisis.The remedial measures after the crisis.Focus on cooperation-building strategies.	<p>Bangchak developed the capabilities of service station operators to improve capability as follows:</p> <ol style="list-style-type: none">Maintained the quality of products to be competitive and pushed for the sale of products that satisfied market demand.Supported and cared to ensure that service station standards were prepared for competition.Supported improving the appearance of service stations through renovation, bright and clean and refresh activities.Continuously launched sales promotion programs to boost sales in each customer group, such as “Get free 1 bottle of 1.5L water when fuel up” and redeeming membership points for gold.Provided financial assistance to incentivize service station operators to maintain their image and service standards.Developed the oil transportation tracking system to allow service station operators to track and prevent corruption during transportation.Continuously pushed for training in service management at service stations for service station operators during COVID-19 through the e-training system (BOA: Bangchak Online Academy).Organized sales promotion programs to aid service station operators when demand was declining.	<ol style="list-style-type: none">The second largest-place market share of oil products in service stations.Rated as number 1 on the Net Promoter Score (NPS).Mystery shopper score for service stations that meet targets (90% for BGN, 75% for dealers).	<ol style="list-style-type: none">The second largest-place market share of oil products in service stations.+13.4% increase in retail sales from the previous year (as of December 2022).First-place NPS Score in 2022 by market 911.Inthanin stores were developed inside and outside of gas service stations cumulatively by a total of 1,002 stores (as of December 2022).Increased the number of stations installed with EV chargers to 179 stations nationwide (as of December 2022).Development of non-oil services in various forms at service stations for a total of 3,652 accumulated (as of December 2022).	<ol style="list-style-type: none">Development and expansion of new non-oil businesses alongside partners to increase revenues and make maximum use of leased spaces.Support for improvements to the image of service stations to attract customers.Continuously create sales promotion programs.Organize activities to promote sales with service station operators, such as through prizes and incentives.Add courses and increase the frequency of training in the e-training system.

Stakeholder	Engagement Approach in 2022t	Needs/Expectations of Stakeholders in 2022	Company Responses in 2022	2022 Targets	Results in 2022	Next Year Plan
5. Business competitors (Service Stations) 	<ol style="list-style-type: none">Monitoring performance and market conditions based on data from the Department of Energy.Studying competitors' information through financial reports and related parties' presentations.Monitoring news and marketing activities from various media, including social media.Collaborate and coordinate with competitors on matters of cooperation requested by the government.Provide marketing information without impacting competitors.	<ol style="list-style-type: none">Operating business transparently under fair trade conditions and competition.Aiding competitors during emergencies that affect the competitors.	Bangchak followed all applicable laws, rules, and specifications pertaining to conducting business correctly, transparently, and free from collusion or market dominance. It also worked competitively in accordance with free-market mechanisms.	<ol style="list-style-type: none">No negative complaints or news in business dealings with competitors.No complaints from competitors about unfair business practices.	<ol style="list-style-type: none">No negative complaints or news in business dealings with competitors.No complaints from competitors about unfair business practices.	Operating business competitively according to free-market mechanisms and complying with various laws, regulations and requirements related to operating business properly and transparently.
6. Creditors (loans, debentures, bank loans) 	<ol style="list-style-type: none">Feedback from telephones.Feedback from completing questionnaires.Feedback from email communications.Feedback from meetings, conference calls and roadshows.	<ol style="list-style-type: none">Business stability during abnormal situations, business continuity plans and risk prevention plans.Good business returns, increasing capital gains and continuous and stable growth.Clear business objectives and direction for future growth and investment in businesses that offer suitable returns.Satisfactory and regular dividend payments.Project progress according to work plans.Operating business according to sustainable development plans and good corporate governance principles.Imparting knowledge and understanding about important factors impacting business operations by increasing information disclosuresParticipating in business visit activities.	<ol style="list-style-type: none">Strictly complied with financial loan and debenture contracts.Strictly complied with the regulations of financial institutes that are supervised by the government.Responded/provided information to bank loan analysts accurately and swiftly according to inquiries.Coordinated and cooperation with financial institutes if they wanted to offer a wider range of financial services.Welcome new institutions that offer financial services.	<ol style="list-style-type: none">Financial ratios complying with financial loan/debenture contracts without exceeding specifications.Completely providing information/ answering questions to financial institutes.	<ol style="list-style-type: none">Financial ratios complied with loan/ debenture contracts without exceeding contract specifications.Completely provided information/ responded to questions to financial institutes.	<ol style="list-style-type: none">Holding meetings to visit and update and share information about the company and banks to ensure up-to-date numerical data to enable creditors to continuously see the direction of business growth.Participate in seminars or training sessions with financial institutes.Providing feedback to creditors by telephone, questionnaires, and others.

Stakeholder	Engagement Approach in 2022t	Needs/Expectations of Stakeholders in 2022	Company Responses in 2022	2022 Targets	Results in 2022	Next Year Plan
<div>7. Shareholders (institution investors, minor investors, analysts and ESG rating agencies)</div> <div></div>	<div>1. Feedback from meetings/ participation in activities such as analyst meetings, Opportunity Day, Thailand Focus, conference calls, roadshows and events held by securities companies/ the Stock Exchange of Thailand.</div> <div>2. Feedback from telephones.</div> <div>3. Feedback from email communication.</div> <div>4. Feedback from completing questionnaires.</div> <div>5. Completing ESG evaluation forms.</div>	<div>1. Business stability and plans to deal with rapid changes in business environments and economic contexts, including risk prevention plans.</div> <div>2. Good business returns, increasing capital gains and continuous and stable growth.</div> <div>3. Clear business objectives and direction for future growth and investment in businesses that offer suitable returns.</div> <div>4. Satisfactory and regular dividend payments.</div> <div>5. Opportunities for increasing capital gains.</div> <div>6. Project progress according to work plans.</div> <div>7. Sustainable business operation according to good corporate governance principles (giving importance to disclosing information according to ESG rating criteria to accompany investment decisions).</div> <div>8. Imparting knowledge and understanding about important factors impacting business operations by increasing important information disclosures.</div> <div>9. Participating in business visit activities.</div> <div>10.Participating in completing ESG evaluation forms for analysts, funds, etc.</div>	<div>1. Determined to pay dividends to shareholders appropriately with performance and policies and has a dividend payment rate that is consistent with the direction of other companies in the industry.</div> <div>2. Changed communication channels with shareholders, investors and analysts to more appropriately suit the COVID-19 situation by increasing the use of online meetings/video conferences.</div> <div>3. Participated in the Opportunity Day and Thailand Focus activities organized by the Stock Exchange of Thailand for executives to meet with minor investors.</div> <div>4. Modernized investor relations website with rapid performance data validation and availability in a user-friendly format.</div> <div>5. Prepared MD&A/factsheet/company profile to provide information to shareholders and investors about the company along with investment plans and progress in various projects and performance in each quarter.</div> <div>6. Prepared reports summarizing questions and opinions from shareholders, investors and analysts and regularly reporte to executives for acknowledgement.</div> <div>7. Completed the ESG evaluation form as requested by investors or shareholders.</div>	<div>1. Receiving roadshow invitations.</div> <div>2. Receiving conference call contacts.</div> <div>3. Receiving IR awards.</div> <div>4. Maintaining the ESG scores for THSI, S&PGlobal CSA and MSCI.</div>	<div>1. The investor relations division attended roadshow activities and conference call activities with securities companies, the Stock Exchange of Thailand and domestic and foreign investors through online and on-site activities.</div> <div>2. Received IR awards such as Asia’s Best CEO (Investor Relations), Asia’s Best CFO (Investor Relations), Asia’s Best CSR, Best Environmental Responsibility, and Best Investor Relations Company</div>	<div>1. Holding quarterly analyst meetings to announce company performance and upload results in Thai/English versions on the investor relations website to support the data access rights of all investors without discrimination.</div> <div>2. Organizing/participating in activities to help investors have more access to the company’s information and business (when the COVID-19 situation resolves).</div> <div>3. Continuously attending roadshows and conferences online and on-site (when the situation is supportive) with investors.</div> <div>4. Attending Opportunity Day activities organized by the Stock Exchange of Thailand for executives to have the opportunity to meet with minor investors.</div> <div>5. Improving the investor relations website to ensure modernity, data completeness and user-friendliness with faster performance and content updates.</div> <div>6. Preparing MD&A/factsheet/company profile for shareholders and investors to provide information about the company’s business and performance in each quarterly, along with project progress in the company’s group.</div> <div>7. Preparing reports summarizing questions and opinions from shareholders, investors and analysts and reporting to executives for acknowledgement.</div>

Stakeholder	Engagement Approach in 2022t	Needs/Expectations of Stakeholders in 2022	Company Responses in 2022	2022 Targets	Results in 2022	Next Year Plan
8. Bangchak's neighbors 8.1 Communities (8 communities within a 1.5-kilometer radius in Phra Khanong District and 2 communities in Bang Na District and 1 community in Bang Nam Phueng Sub-district, Phra Pra Daeng District, Samut Prakan Province (11 villages)) 	1. Community relations employees/local visits. 2. Community relations activities and target group outreach. 3. Channels for communication/complaints. 3.1 Direct telephone lines/ 24-hour call center. 3.2 Public announcement boards. 3.3 Loudspeakers. 3.4 Community LINE groups. 3.5 Leaflets/pamphlets/banners. 4. Community relations activity performance evaluations. 5. Third-party evaluation of community needs.	1. Having business strategies and operations for safety focusing on the environment and potential community effects that could have an impact on the company's image and acceptance, in order to inspire communities' trust and secure the license to operate. 2. Advance notification to communities before taking any actions that might impact or cause misunderstandings in communities. 3. Participation in community relations activities. 3.1 Education Development. 3.2 Quality of life Development. 3.3 Environment Development. 3.4 Safety Development. 4. Assistance and relief for problems during COVID-19 regarding health and the economy. 5. Assistance and relief for problems during Covid-19 regarding health and the economy.	1. Organized activities continuously to inspect equipment and support safety preparations for communities, such as rehearsing community evacuation plans for emergencies/disasters, performing safety patrols and donating fire extinguishers to communities, etc. 2. Communicated work plans to communities in advance through various communication channels such as announcement boards, loudspeakers, LINE messages, Leaflets, pamphlets and banners. 3. Modified activities consistently and appropriately to the current situations, environments and needs of the communities. - The Bangchak Huang Yai Su Phai COVID-19 donated medical face masks, ATK kits, hand-sanitizing alcohol gels, learning supplies for youths in communities, medical supplies, drinking water to community, garbage bags for infected wastes (red-colored). - Activities aimed at generating income for communities during COVID-19 included the Dontri Pan Suk Project to support musicians in communities with jobs and income. - Increased budget and number of scholarships for youths to ease the burden of parents/communities from inflation and economic recession. - GAT (Online) to prepare for university entrance exams as part of the Yaowachon Khon Di Project for community youths. - Environmental and biodiversity promotion projects such as the "Phuet Phan Pan Suk Ruam Pluk Ton Mai Project"(in Phra Khanong District and Bang Nam Phueng) and support for firefly conservation and stingless bee growing. 4. Supported, cared for, and participated in activities in communities such as sponsoring activities on important occasions (New Year, Children's Day, Songkran, Mother's Day), volunteer activities to clean Bangchak Canal, happy family activities to prevent depression, lighting repair and tree trimming activities, etc.	1. ≥90% activity participation satisfaction questionnaire score. 2. ≥86% engagement evaluation score.	1. 97.8% activity participation satisfaction evaluation score. 2. 88.2% engagement evaluation score.	Development of activity plans consistently with community needs in 7 areas as follows: - Quality of life - Education - Environment - Safety - Economy - Engagement - Public benefits
8.2 Schools 	1. Community relations employees/ local visits 2. Community relations activities and target group outreach. 3. Channels for communication/complaints. 3.1 Direct telephone lines/ 24-hour call center 3.2 Public announcement boards 3.3 Loudspeakers. 3.4 Community LINE groups 3.5 Leaflets/pamphlets/banners 4. Community relations activity performance evaluations 5. Third-party evaluation of community needs	1. Having business strategies and operations for safety with importance given to the environment. 2. Improvement of education in various areas, such as the potential of personnel/students in schools and support through providing technologies/ learning media, etc. 3. Supporting safety by educating on how to be prepared for emergencies/disasters and donating fire extinguishers. 4. Improving the environment/surroundings inside and outside schools and providing environmental knowledge to teachers and students. 5. Assistance and relief for problems during COVID-19 regarding health and the economy.	1. Operated environmental projects, school of environmental education projects for sustainable development (eco-schools), online school environmental education courses, the Rak Pan Suk Junior Project, waste banks in schools, and the Phuet Phan Pan Suk Ruam Pluk Ton Mai Project (in Phra Khanong District). 2. Operated the "Bangchak Huang Yai Plot Phai Nai Rong Rian" Project (fire-extinguishing and fire-evacuation drills with schools on-site, online, and hybrid format and donated fire extinguishers to schools. 3. Organized a project to develop the potential of teachers by using online training and BCP Knowledge Tube (YouTube). 4. Modified activities consistently and appropriately to the present situations, environments and needs of schools. - The Bangchak Huang Yai Su Phai COVID-19 donated medical face masks, ATK kits, hand-sanitizing/cleaning alcohol gels, Bangchak happiness bags (stationery, learning supplies, face masks, and Vitamin C) and kits (face masks and alcohol) for students and teachers along with garbage bags (red-colored) for infected wastes. - Increased budget and number of scholarships for youths to ease the burden of parents/communities from inflation and economic recession. - Sponsored on-site activities such as donating shirts and hats for school sporting events in Bangkok, providing financial support for mini marathon activities, and various other school activities.	1. >90% activity participation satisfaction questionnaire score. 2. >86% engagement evaluation score.	1. 95.6% activity participation satisfaction questionnaire score. 2. 93.60% engagement evaluation score.	Development of activity plans consistently with school needs in 7 areas as follows: - Quality of life - Education - Environment - Safety - Economy - Engagement - Public benefits

Stakeholder	Engagement Approach in 2022t	Needs/Expectations of Stakeholders in 2022	Company Responses in 2022	2022 Targets	Results in 2022	Next Year Plan
8.3 Families (single-home residents) 	<ol style="list-style-type: none">Community relations employees/ local visits.Community relations activities and target group outreach.Channels for communication/ complaints.<ol style="list-style-type: none">Direct telephone lines/ 24-hour call centerPublic announcement boardsLoudspeakersCommunity LINE groupsLeaflets/pamphlets/ bannersCommunity relations activity performance evaluations.Third-party evaluation of community needs.	<ol style="list-style-type: none">Having business strategies and operations for safety with importance given to the environment.Support environmental activities by providing knowledge about the environmental with neighbors, conservation activities,environmental awareness activities, etc.Support for quality-of-life projects such as support for education about physical health and emotional health, assistance and relief during COVID-19 regarding health and the economy, etc.	<ol style="list-style-type: none">Continuously organized activities consistent with the current situations and needs of target groups such as the Khrop Khrua Diao Kan Project, Bangchak Huang Yai Su Phai COVID-19 Project, and donations of ATK kits, anti-COVID-19 kits (face masks, alcohol sprays, facemask storage boxes), medical face masks, alcohol hand sanitizers, etc.Communicated continuously with target groups through the Khrop Khrua Bai Mai pamphlet and Khrop Khrua Bai Mai Facebook page.	<ol style="list-style-type: none">≥90% activity participation satisfaction questionnaire score.≥ 86% engagement evaluation score.	<ol style="list-style-type: none">96.8% activity participation satisfaction questionnaire score.94% engagement evaluation score.	Development of activity plans consistently with family needs in 7 areas as follows: <ul style="list-style-type: none">Quality of lifeEducationEnvironmentSafetyEconomyEngagementPublic benefits
8.4 Condominiums 	<ol style="list-style-type: none">Community relations employees/ local visitsCommunity relations activities and target group outreach.Channels for communication/ complaints.<ol style="list-style-type: none">Direct telephone lines/ 24-hour call centerPublic announcement boardsLoudspeakersCommunity LINE groupsLeaflets/pamphlets/ bannersCommunity relations activity performance evaluations.Third-party evaluation of community needs.	<ol style="list-style-type: none">Having business strategies and operations for safety with importance given to the environment.Providing knowledge and understanding about the prevention measures for environmental impacts and safety of Bangchak.Organizing activities appropriately and continuously.Developing the formats for public relations activities with greater coverage over target groups.Assistance and relief for problems during COVID-19 regarding health and the economy.	<ol style="list-style-type: none">Modified activities consistently and appropriately to the current situations, environments and needs of the target group.<ul style="list-style-type: none">Bangchak Huang Yai Sai Chai Phuean Ban Condo Project.Bangchak Huang Yai Su Phai COVID-19 Project to donate medical face masks, ATK kits and hand-sanitizing alcohol, and anti-COVID-19 kits (face masks, alcohol sprays and face mask boxes).Training/drills on fire-extinguishing, emergency plans and fire evacuation drills.Support for condominium activities such as annual general meetings.Phuet Phan Pan Suk Ruam Pluk Ton Mai Project (Phra Khanong District).Communicated news/activities through channels that were convenient for and regularly accessed by the target group as appropriate and continuously, such as the following:<ul style="list-style-type: none">Phuean Ban Condo Bangchak LINE groupKhrop Khrua Bai Mai pamphletPosters	<ol style="list-style-type: none">≥90% activity participation satisfaction questionnaire score.≥86% engagement evaluation score.	<ol style="list-style-type: none">93.40% activity participation satisfaction questionnaire score.86.20% engagement evaluation score.	Development of activity plans consistently with condominium needs in 7 areas as follows: <ul style="list-style-type: none">Quality of lifeEducationEnvironmentSafetyEconomyEngagementPublic benefits

Stakeholder	Engagement Approach in 2022t	Needs/Expectations of Stakeholders in 2022	Company Responses in 2022	2022 Targets	Results in 2022	Next Year Plan
9. The Mass Media (newspapers, magazines, television, radio, online media). 	<ol style="list-style-type: none">discussions with the media.Media visits on special occasions and quarterly.Special interviews of high-ranking executives on various occasions.Adding appropriate content to meet online media needs and expand to new audiences.	<ol style="list-style-type: none">Providing information about business progress, overall business information and plans for growth and expansion of related businesses.Holding special interviews with high-ranking executives to cover specific topics for special news scoops and unique news.Expect high-ranking executives to provide information and demonstrate the vision of the energy and related businesses to create credibility and motivate people to follow the news.Interesting imagery to match the news.Responding quickly and accurately during information and interview requests.	<ol style="list-style-type: none">Responded to the media requests on every issue beneficial to the company and the collective.Held press releases and media interviews, especially, online channels, and regularly provided press releases.Supported the media’s activities and sponsored the media on their anniversary dates.Visited the media in the energy and related businesses regularly and attended events on various occasions.	<ol style="list-style-type: none">Value from news published via printed and online media.Number of media outlets participating in a press release.Number of news topics published.	<ol style="list-style-type: none">Regularly receives news publications by media organizations, thus demonstrating the company’s appropriate and close engagement with the media.The media value from news publications through printed media and online media outlets was according to target.News information was published correctly.	<ol style="list-style-type: none">Organizing engagement activities with the media to strengthen relations.Addition to the database of new and foreign media outlets in Thailand and Asia and create press releases in English alongside Thai press releases to communicate and inform interested foreigners.
10. Government Agencies 10.1 Local Government 10.2 Central Government 	<ol style="list-style-type: none">Meetings, explanations, discussions and participation in projects with government agencies.Cooperating upon receiving site visit requests.Providing information requested by government agencies.Expressing care to government agencies that make contact about the COVID-19 situation, such as by distributing alcohol gels and face masks among various government agencies.Requesting for government agencies to complete survey forms on the needs/ expectations of government agencies.	<ol style="list-style-type: none">Complying with the law or exceeding legal specifications such as air pollution emissions, waste management and release of wastewater.Exhibiting corporate social and environmental responsibility and sustainably coexisting with communities.Having measures in place to care for employees and nearby communities regarding COVID-19.Having good factory safety and environmental management systems.Providing information accurately and swiftly and supporting government projects.Giving opportunities to stakeholders to participate in expressing opinions.Reducing energy consumption.Water consumption and water recycling.	<ol style="list-style-type: none">Complied with the laws, regulations and requirements related to business operations in a correct and transparent manner.Assessed the company’s operation to ensure legal compliance and transparency through the Legal Assessment and SHEE Audit.Managed COVID-19 tests and distributed test kits to employees to reassure government agencies that the company cares about stakeholders in all situations and is prepared to closely follow the law and disease control measures.Controlled environmental quality to surpass the standards set by the law.Provided correct explanations or information to government agencies in a timely manner, as well as immediately provided accurate information in case of emergency.Cooperated with the government in promoting the operation of environmentally friendly projects.	<ol style="list-style-type: none">Government agencies grant approval for new projects, including approval of permits for continued operation.Control the quality of air emission and water discharge regarding with law.	<ol style="list-style-type: none">Fully complied with the laws and regulations related to business operations.Operated projects better than the standards set by the law.	<ol style="list-style-type: none">Gathering and sharing of knowledge through site visits.Collaboration with government agencies in environmental projects and work effectiveness improvements, such as in the Khlong Suai Nam Sai Project, etc.