

## Bangchak and Stakeholders

### Stakeholder engagement (Disclosure 102-46)

From the company's vision of "Evolving Greenovation – To be the Leading Asian Greenovation Group, founded on Good Corporate governance, through Inclusiveness and Sustainability" Stakeholder engagement is an important matter that the company has consistently implemented in accordance with the vision. Incorporating the information gained from conducting stakeholder engagement into strategic planning of the company is the way of doing it in addition to the framework and other strategic planning tools, such as business environment scanning, BIG Data, scenario assessment, and intelligent risks from risk assessment in order to respond to the needs and expectations of all stakeholder groups. It is also to be able to create a balance between profit and values in doing business for all stakeholders and to build good relationships as well as confidence between the company and the stakeholders.

### Stakeholders Engagement Processes

1. Stakeholder identification and prioritization by considering the 3 following criteria (Disclosure 102-42)
  - ✔ What groups of stakeholders are involved with the company's business operations?
  - ✔ Whether the company creates sustainability impacts to any groups of stakeholders?
  - ✔ Whether groups of stakeholders have influence to the company?
2. Working with stakeholders, there are important steps as follows:
  - ✔ Specify responsible divisions/departments for the stakeholder groups
  - ✔ Determining a systematic method to survey the needs and expectations of stakeholders and the operating frequency of the survey
  - ✔ Gathering information about the needs and expectations of stakeholders
3. Analysis and selection of materiality
  - ✔ Considering the importance of the issues concerning needs and expectations of the stakeholders in accordance with the context related to the impact, risk, opportunity and conformity with the organization's policies and goals, including the importance to stakeholders and to the organization
4. Results Processing
  - ✔ Proposing the analysis results to the Corporate Sustainability Policy Committee (SPC) in order to determine the direction of the sustainability operations and to create organizational strategies

The company has classified the 9 groups of stakeholders, including employees, suppliers/business partners, customers, shareholders, society and the community, media, creditors, government agencies and competitors (Disclosure 102-40) and has different ways to address to their needs and expectations.

## Stakeholder Engagement Framework and Performance

Stakeholder Groups (Disclosure 102-40)	Engagement Approaches (Disclosure 102-43)	Needs & Expectations (Disclosure 102-44)	Responses by the company in 2019
<b>Employees</b>  * The company employs full-time and full-time contracts only. No temporary employment (Part Time) including no employment Self-employed and there is no change in seasonal manpower  	<ol style="list-style-type: none"> <li>1. Engagement Ambassador</li> <li>2. The activity of the Chief Executive Officer meeting with employees (CEO Town Hall)</li> <li>3. Voices followed by the Chief Executive Officer</li> <li>4. HR site visit</li> <li>5. Activities through the employee clubs</li> <li>6. Health promotion activities "Step counting project"</li> <li>7. Employee Committee</li> <li>8. HR communication Internal news</li> <li>9. Employee engagement survey</li> </ol>	<ol style="list-style-type: none"> <li>1. Career paths</li> <li>2. Talent and personnel management</li> <li>3. Process, system, and work process</li> <li>4. Compliments and rewards (pay &amp; contribution)</li> <li>5. Top management giving value</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicated the growth path through focus group of the Sub MDC of each business to make understanding about the growth among supervisors in order to help them plan the growth path for their subordinates and to allow employees to plan their own development through the system</li> <li>2. Expanded the use of 360 degree assessment system, from VP level up to Senior Manager level up</li> <li>3. Improved management practices to be in line with business changes and communication for employees to understand the principles of performance evaluation</li> <li>4. Organized employee appreciation activities such as providing certificates to appreciate employees through various events, including reviewing compensation systems</li> </ol>
<b>Near distance Communities (within a radius of 1.5 kms. around the refinery)</b>  	<ol style="list-style-type: none"> <li>1. Community relations staff and community visit</li> <li>2. Community relations activities</li> <li>3. Channels for communication and taking petition/ complaints.</li> <li>4. Direct line (telephone)</li> <li>5. PR signage</li> <li>6. Public Announcement</li> <li>7. LINE application</li> <li>8. Brochure / pamphlet /leaflet</li> <li>9. Community relations activity evaluation</li> <li>10. Need &amp; community engagement assessment by 3<sup>rd</sup> Party</li> </ol>	<ol style="list-style-type: none"> <li>1. continuing Safe business operations</li> <li>2. Notification to communities in advance of the company's activity</li> <li>3. Participation in community relations activities related to               <ul style="list-style-type: none"> <li>• Quality of life improvement</li> <li>• Promotion of economy and community income</li> <li>• Environment development in communities</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Added activities for the check-up of safety equipment in communities</li> <li>2. Rushed to communities right after the notification</li> <li>3. Encouraged more people to join in community relations activities of Bangchak</li> <li>4. Re-designed and added community relations activities to match with community needs, focusing on the income generation activities</li> <li>5. Supported and participated in community activities</li> <li>6. Increased educational supports to the youth in communities, such as scholarship, tutoring for university entrance</li> </ol>
<b>Community and Society in near distance: Schools</b>  	<ol style="list-style-type: none"> <li>1. Community relations staff and community visit</li> <li>2. Community relations activities</li> <li>3. Need &amp; Engagement Assessment of schools by 3<sup>rd</sup> party</li> </ol>	<ol style="list-style-type: none"> <li>1. Educational development and potential development of school personnel</li> <li>2. Technology supports</li> <li>3. Knowledge provision on emergency cases</li> </ol>	<ol style="list-style-type: none"> <li>1. Organized Bangchak Scholarship Project</li> <li>2. Organized 7 HABITS Lighthouse School Project</li> <li>3. Organized "Reading &amp; Writing is Easy Project", Project Citizen and BCP Environmental Learning Project</li> <li>4. Opened for public and study visits to Bangchak refinery</li> <li>5. Provided IT equipment</li> <li>6. Organized fire drills together with schools</li> <li>7. Provided firefighting equipment and fire extinguishers</li> </ol>
<b>Community and Society in near distance: Family Groups (Single House)</b>  	<ol style="list-style-type: none"> <li>1. Community relations staff</li> <li>2. Community relations activities</li> <li>3. Bai Mai family mini journal / leaflet</li> <li>4. Facebook of Bangchak Bai Mai Family</li> <li>5. Need and engagement assessment of the Family Group by 3<sup>rd</sup> party</li> </ol>	<ol style="list-style-type: none"> <li>1. Activities related to quality of life improvement and public services (voluntary public activities)</li> <li>2. Notification to communities in advance of the company's activities</li> <li>3. Check and maintenance of mechanical tools and equipment to ensure effectiveness in use</li> </ol>	<ol style="list-style-type: none"> <li>1. Organized the "One Family" activity regularly</li> <li>2. Communicated through new channels, such as Facebook of Bangchak Bai Mai Family</li> </ol>
<b>Community and Society in near distance: Condominiums</b>  	<ol style="list-style-type: none"> <li>1. Community relations staff</li> <li>2. Community activities / emergency plan rehearsal</li> <li>3. Bai Mai mini-journal/leaflet</li> <li>4. Line: Bangchak neighboring condos</li> <li>5. Need &amp; engagement assessment of condo group by 3<sup>rd</sup> party</li> </ol>	<ol style="list-style-type: none"> <li>1. Knowledge and understanding about the prevention of environmental impacts and the safety issues of the company</li> <li>2. Opportunities for people in communities to work with Bangchak</li> </ol>	<ol style="list-style-type: none"> <li>1. Organized fire drill</li> <li>2. Opened for public visit</li> <li>3. Organized activities in promotion of knowledge sharing for people living in the neighboring condos, such as a study visit on the operations of sufficiency economy, environment and investment</li> <li>4. Communicated via group line: Bangchak Neighboring Condos</li> </ol>

Font color showing frequency of engagement approaches with stakeholders (Disclosure 103-43)

- Regularly / Consistently / monthly
- Quarterly
- Annually

2019 Targets	2019 Results	Next Year Plan
<ol style="list-style-type: none"> <li>1. staff turnover rate is less or equal Oil and Gas industry turnover rate in Thailand</li> <li>2. Keep the engagement score not lower than before (69%)</li> </ol>	<ol style="list-style-type: none"> <li>1. Average resignation rate of 5.63% (compared to the target of no more than 4.00% and 2018 at 3.71%)</li> <li>2. The average adjustment rate increased by 7.4% (compared to 2.9% in the year 2018 with a better trend)</li> <li>3. Employees participating in the employee engagement survey decreased slightly to 98.95% (in 2018, joined at 99.84%), the engagement score reduced to 62%</li> <li>4. For issues and expectations the results can be displayed as follows :                             <ul style="list-style-type: none"> <li>• Career opportunities decreased by 17%, equivalent to 47%</li> <li>• Talent and personnel management decreased by 23%, representing 38%</li> <li>• Work process / system and procedure equal to the previous year, representing 57%</li> <li>• Compliments and rewards for Pay &amp; Contribution decreased by 4% resulted in 46%, top management giving values decreased by 23% resulted in 45%</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Engage leaders of each business group and be role models in implementing the engagement improvement plan.</li> <li>2. Increase job rotation rate to be higher than 5%</li> <li>3. Increase informal communication channels between employees and high level executives including the manager level, acting as the interlock chain</li> <li>4. Study the guidelines for giving incentives that are consistent with the various recognition tasks</li> <li>5. Improve work processes to be more automation and using more IT systems to increase efficiency and reduce employee workload</li> </ol>
<ol style="list-style-type: none"> <li>1. Result of satisfaction assessment regarding participation in community relations activities at 95%</li> <li>2. Result of community engagement at 80%</li> </ol>	<ol style="list-style-type: none"> <li>1. Result of satisfaction assessment regarding participation in community relations activities at 98%</li> <li>2. Result of community engagement at 83.2%</li> </ol>	<ol style="list-style-type: none"> <li>1. Build relationship and developing potential of community leaders</li> <li>2. Participate in an effort to improve environment in community</li> <li>3. Develop potential of people in communities / promoting the establishment of professional group</li> <li>4. Provide educational supports for the youth in communities, to let them have better opportunities in furthering their study in university</li> <li>5. Promote opportunities for the youth in communities to show their potential</li> </ol>
<ol style="list-style-type: none"> <li>1. Result of satisfaction assessment regarding participation in community relations activities at 95%</li> <li>2. Result of community engagement at 80%</li> </ol>	<ol style="list-style-type: none"> <li>1. Result of satisfaction assessment regarding participation in community relations activities at 98%</li> <li>2. Result of community engagement at 83.2%</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop environment in schools and providing knowledge on environment to teachers and students</li> <li>2. Increase teacher and student relations activities, especially on Bangchak refinery, production process and safety measures of the refinery</li> <li>3. Develop healthy activities in accordance with the context of school</li> </ol>
<ol style="list-style-type: none"> <li>1. Result of satisfaction assessment regarding participation in community relations activities at 95%</li> <li>2. Result of community engagement at 80%</li> </ol>	<ol style="list-style-type: none"> <li>1. Result of satisfaction assessment regarding participation in community relations activities at 98%</li> <li>2. Result of community engagement at 83.2%</li> </ol>	<ol style="list-style-type: none"> <li>1. Adjust activities to respond better to the needs and expectations of the target groups</li> <li>2. Encourage for voluntary services for the benefits of better society and environment</li> <li>3. Develop communication channel to better cover the target groups</li> <li>4. Organize activities continuously</li> </ol>
<ol style="list-style-type: none"> <li>1. Result of satisfaction assessment regarding participation in community relations activities at 95%</li> <li>2. Result of community engagement at 80%</li> </ol>	<ol style="list-style-type: none"> <li>1. Result of satisfaction assessment regarding participation in community relations activities at 98%</li> <li>2. Result of community engagement at 83.2%</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop communication channel like the online in order to access more the target groups</li> <li>2. Develop variety of safety activities and adding activities related to health promotion to match with the needs of the target groups</li> </ol>

Stakeholder Groups (Disclosure 102-40)	Engagement Approaches (Disclosure 102-43)	Needs & Expectations (Disclosure 102-44)	Responses by the company in 2019
<b>Community and Society in far distance: The Youth</b> 	<ol style="list-style-type: none"> <li>Survey and meeting with executives/ Education Committee/ parents and students</li> <li>Organizing learning activities to solve the problem of literacy and activities related to agricultural businesses</li> <li>Organizing business contest project and social-action online project by opting social, economic and environment issues to initiate work plan</li> </ol>	<ol style="list-style-type: none"> <li>Taking part in the initiation of learning process, focusing on learner-center through innovation initiatives program</li> <li>Organizing activities continuously considering the learning subjects</li> <li>Uplifting academic quality for schools better than the evaluation standards of their head office</li> </ol>	<ol style="list-style-type: none"> <li>Organized a contest for G Impact Project Click to flip the Nation to encourage the Youth to submit their innovation proposal for the contest</li> <li>Cooperated with the agricultural cooperatives and service station dealers to organize activities related to Partnership School Model</li> <li>Took a lead in integrating agro-business into schools so as to provide a chance for the students to get real practice in school</li> </ol>
<b>Community and Society in far distance: Farmers</b> 	<ol style="list-style-type: none"> <li>Follow up meeting, community visit and regular training for farmers in community</li> </ol>	<ol style="list-style-type: none"> <li>Knowledge and opportunity in occupational development in order to get stable income, remove debts and to live a better life</li> <li>Support of tools and equipment / workforce in community development</li> </ol>	<ol style="list-style-type: none"> <li>"Pansook Farmer" worked with Agricultural Cooperatives in organizing training / farmer development, providing fund for improving ways of farming, and promoting activity to mobilize resources and labor to help develop the community</li> </ol>
<b>Suppliers (contractors/ logistic providers)</b> 	<ol style="list-style-type: none"> <li>Annual Supplier seminar</li> <li>Monthly Performance Meeting</li> <li>Satisfaction, need &amp; expectation survey</li> <li>Supplier site visit</li> </ol>	<ol style="list-style-type: none"> <li>Speed of purchasing / procurement process</li> <li>Digital Transformation</li> </ol>	<ol style="list-style-type: none"> <li>Installed a system to forward call to staff's mobile when not available at desk</li> <li>Notified trade partners to e-mail their doubts or questions in case they could not get into telephone line</li> <li>Sent out bidding system manual to trade partners who are new to the system</li> <li>Notified result of the bidding through automatic reply mailing system (automatic thank you letter)</li> </ol>
<b>Truck transportation suppliers</b> 	<ol style="list-style-type: none"> <li>Organizing annual seminar with transportation suppliers</li> <li>Organizing monthly KPI meeting with transportation suppliers</li> <li>Organizing joint community relation activities</li> </ol>	<ol style="list-style-type: none"> <li>Growing together with sustainability and stability and having long-term contract. Extension of contract is commonly based on the performance of the transportation suppliers</li> <li>Mutual understanding and agreement on work contents</li> <li>Having income and profit in the deal</li> <li>Happiness at work</li> </ol>	<ol style="list-style-type: none"> <li>Extended contractor's contract from 5 years to 5 +3 years (+3 years is considered on a yearly basis and based on the performance)</li> <li>Communicated and exchanged contents of the contract, such as total of reserved trucks and the adjustment made in the meeting</li> <li>Increased accumulated transportation trips from the Backhaul project to the contractor</li> </ol>
<b>Marine transportation suppliers</b> 	<ol style="list-style-type: none"> <li>Tanker Management and Self-Assessment (TMSA)</li> <li>Seminar with marine transportation suppliers</li> <li>KPI and fleet management assessment</li> </ol>	<ol style="list-style-type: none"> <li>Proper and fair income from transportation deal</li> <li>Improvement, joint development of management system</li> <li>No accident, no oil spill during the course of transportation</li> <li>Reducing oil loss during the course of transportation</li> <li>Reducing number of times that vessels got damaged to the condition that is not possible to provide oil transportation services</li> <li>Paying transportation bills by the due date</li> </ol>	<ol style="list-style-type: none"> <li>Jointly evaluated performance of ship companies by TMSA system to check on the standard of their management and to examine the safety of transporting vessels in accordance with international safety management</li> <li>Developed transportation management system by monitoring the transportation through CCTV and the 24-hour GPS system</li> </ol>
<b>Raw materials suppliers</b> 	<ol style="list-style-type: none"> <li>Meeting to communicate about work and solve problem together</li> <li>Regular discussion</li> </ol>	<ol style="list-style-type: none"> <li>Getting proper return that is fair to the quality of product and service</li> <li>Fair and transparent procurement</li> <li>Consistent procurement</li> <li>Paying bills on time (by the due date)</li> <li>Sustainable business cooperation</li> <li>Flexible and smooth operation for the reception of raw materials</li> <li>Management of receiving-distributing of oil according to plan / time, completely done as scheduled</li> <li>Advanced notification in case of any delay in receiving-distributing goods</li> <li>Accurate and complete financial document regarding receiving-paying</li> </ol>	<ol style="list-style-type: none"> <li>Gave feedback to suppliers in crude oil procurement process / able to solve problem faster</li> </ol>
<b>Service stations business partners (BGN)</b> 	<ol style="list-style-type: none"> <li>Marketing representative</li> <li>Group meeting on a monthly or quarterly basis</li> <li>BCP Link system</li> <li>Customer service section and Customer Relation Management Division</li> <li>Non-oil Business Development and Retail Partnership Department</li> </ol>	<ol style="list-style-type: none"> <li>Better performance</li> <li>Supporting and supervising the standard of practices for service stations to ensure their rediness for competition</li> <li>Efficient repair of equipment</li> <li>Sales promotion program and high impact advertisement</li> <li>High quality product development</li> <li>The on-time, complete, no loss oil delivery service</li> </ol>	<ol style="list-style-type: none"> <li>Improved the operator's potentials for better business performance as follows: <ul style="list-style-type: none"> <li>Service station managers brainstorming to plan for customer problem solving</li> <li>Organizing training for station manager and campaign for service warm up before taking shift</li> <li>Installing Automation Point of Sale in service stations</li> </ul> </li> </ol>




2019 Targets	2019 Results	Next Year Plan
<ol style="list-style-type: none"> <li>Organized youth development activities in 20 Pracharat schools</li> <li>Organized a contest for G Impact Project of youth level to promote the production of goods and services</li> </ol>	<ol style="list-style-type: none"> <li>Students benefited from the Project accounting more than 5,000 persons</li> <li>12 teams of more than 3,700 students proposed their projects for the contest</li> <li>Set up the new Partnership school 4 schools</li> </ol>	<ol style="list-style-type: none"> <li>Proceed with the on-going projects or expanding operating areas</li> <li>Conduct environmental and social impact assessments for projects</li> </ol>
<ol style="list-style-type: none"> <li>Expanded the model of "Pansook Farmer" to a wider area</li> </ol>	<ol style="list-style-type: none"> <li>Expanding the area of work for "Pansook Farmer" to 12 cases of more than 27 rai</li> <li>From SROI assessment, it was found that the value of impact on investment proportion is 3.93:1 baht</li> </ol>	<ol style="list-style-type: none"> <li>Expand operating areas and developing the projects further by applying new agricultural technology</li> </ol>
<ol style="list-style-type: none"> <li>Working or coordinating with buyers at 80%</li> <li>Convenient contact with the company at 80%</li> </ol>	<ol style="list-style-type: none"> <li>Working or coordinating with buyers at 87.34%</li> <li>Convenient contact with the company at 79.71%</li> </ol>	<ol style="list-style-type: none"> <li>Improve bidding manuals</li> <li>Study other supporting procurement systems</li> <li>Provide message communication service to buyers for suppliers whereby a contract employees can inform buyers to call back their suppliers quickly</li> </ol>
<ol style="list-style-type: none"> <li>Building confidence in the mind of transportation suppliers to invest for more trucks and improving efficiency of the transportation</li> <li>Making understanding and working together</li> <li>Building relations as long-term partners</li> </ol>	<ol style="list-style-type: none"> <li>Backhaul Project can increased accumulated transportation trips from 900 trips in 2018 to 1,300 accumulated trips in 2019, saving transportation cost by 6 million THB</li> <li>Total numbers of transportation by semi-trailers increased from 35% to 39%</li> </ol>	<ol style="list-style-type: none"> <li>Increase total number of transportation and saving cost for the suppliers</li> <li>Use IT to increase efficiency at work</li> <li>Add equipment to prevent dozing off in transporting trucks</li> </ol>
<ol style="list-style-type: none"> <li>Controlling quantity of oil loss during the course of transportation by the targets as follows: <ul style="list-style-type: none"> <li>Product Transportation Loss &lt; 0.32% on B/L</li> <li>Product Delivery BSK Loss &lt; 0.17% on B/L</li> <li>Product Delivery BSR Loss &lt; 0.30% on B/L</li> </ul> </li> <li>Number of times in the occurrence of oil spills is zero.</li> <li>Number of accident occurred during the course of transportation is zero</li> </ol>	<ol style="list-style-type: none"> <li>Controlling the loss of oil during the course of transportation as follows: <ul style="list-style-type: none"> <li>Product Transportation Loss 0.20% on B/L</li> <li>Product Delivery BSK Loss 0.13% on B/L</li> <li>Product Delivery BSR Loss 0.22% on B/L</li> </ul> </li> <li>Number of incident causing oil spills is zero</li> <li>Number of accident from oil transportation is zero</li> </ol>	<ol style="list-style-type: none"> <li>Rehearse emergency plan in case of oil spills at FSU</li> <li>KPI evaluation of every vessel in the fleet</li> <li>Prepare a joint report on the Terminal Feedback every month in order to examine the readiness of safety machine &amp; equipment, including the readiness of operation on marine transportation</li> <li>Prepare Sire Inspection Report of all vessels in fleet</li> </ol>
<ol style="list-style-type: none"> <li>Enhancing relationship as long-term suppliers</li> </ol>	<ol style="list-style-type: none"> <li>Having good relationship with more suppliers</li> <li>Able to keep supply of crude oil for the company continuously</li> </ol>	<ol style="list-style-type: none"> <li>Organize a monthly meeting once a month to discuss about work and problem solving</li> <li>Meet and discuss to keep relationship</li> <li>Exchange information about procurement planning with suppliers in order to feed in necessary information for crude basket expansion and to allow the company to have more chance for procurement of new raw materials</li> </ol>
<ol style="list-style-type: none"> <li>Market share in refined oil through service station increased by 16%</li> <li>Reduced gap on NPS Score from leaders to less than 2.5%</li> <li>Retail volume increased to 360 million liter per month</li> <li>Mystery Shopper score is excellent, standing better than 90%</li> </ol>	<ol style="list-style-type: none"> <li>Maintaining market share as number 2 leader (with 16.0% from the year 2018) at 15.6%</li> <li>NPS Score rose to 76.1% from 71.5% in last year</li> <li>Mystery Shopper score for BGN was at excellent score of 97.5%</li> </ol>	<ol style="list-style-type: none"> <li>Develop high quality products matching with customers' demands</li> <li>Provide supports to uplift service standard of the service stations through award recognition programs in a kind of good image, cash or annual award</li> <li>Expand service stations for B10 continuously</li> <li>Develop products of high market value</li> <li>Expand service stations for BGN in potential locations</li> </ol>

Stakeholder Groups (Disclosure 102-40)	Engagement Approaches (Disclosure 102-43)	Needs & Expectations (Disclosure 102-44)	Responses by the company in 2019
	6. "Bangchak is bright" Project		<ul style="list-style-type: none"> <li>• Refreshing gas station project for COCO type (Company Own Company Operate) to boost up sale volume</li> <li>2. Developed more variety of non-oil businesses in order to generate revenue for business operators / entrepreneurs. By the year 2019, there were additional 51 stores and 74 Kiosk.</li> <li>3. "Bangchak is bright" Project motivated people to keep quality of services</li> <li>4. "Service beyond expectation" Project delivered to service staff</li> <li>5. Organized ongoing sales promotions to boost up sales in different group of customers, such as card members project and launching of high quality product projects</li> <li>6. Organized activity in promotion of high margin product to address customers' demands, such as premium diesel, diesel B20</li> <li>7. Improved quality of life of the employees at service station through the project of vegetable planting at service station whereby staff can use vegetable from the project for cooking or distributing to customers</li> <li>8. Applied AOS system (Automatic Order System) as a reference to the use of orders in warehouse management system</li> </ul>
<p>Service stations business partners (Dealers)</p> 	<ol style="list-style-type: none"> <li>1. Marketing representative</li> <li>2. Monthly / quarterly small group meetings</li> <li>3. BCP Link system</li> <li>4. Customer service section and Customer Relation Management Division</li> <li>5. Non-oil Business Development and Retail Partnership Department</li> <li>6. Bangchak Sod Sai Project (Bangchak is bright Project)</li> </ol>	<ol style="list-style-type: none"> <li>1. Business performance improvement</li> <li>2. Supporting and supervising service station standards to be ready for competition</li> <li>3. Promotional programs and high impact advertisement</li> <li>4. Supervision and consultation from marketing representatives and related work sections</li> <li>5. Expanding the non-oil business to meet the needs of more customers.</li> <li>6. Training to provide knowledge of business and service operations</li> <li>7. Oil delivery service that is on time, completely with no loss</li> </ol>	<ol style="list-style-type: none"> <li>1. Improved the potential of dealers in order to improve the performance as follows: <ul style="list-style-type: none"> <li>• "Empower Dealer" project whereby the service station dealers can group up to work together on the plan for sales volume and station image. Awards are given to the group that achieves target as planned.</li> <li>• "Smart P&amp;L" project that allows dealers to learn about the income statement compared to the company's benchmark and see whether the service station's income and expenses are appropriate or not</li> <li>• Installed Automation Point Of Sale and prepared a manual of the EDC POS system for the service stations to help the administration at the dispenser more streamlined.</li> </ul> </li> <li>2. Supporting and supervising the standard of practices for service stations to ensure their readiness for competition as follows: <ul style="list-style-type: none"> <li>• Increased frequency of Mobile Training and front office staff training</li> <li>• Organized staff activities in front of the yard, "Service Warm Up" campaign before taking shift in order for employees to review service tasks and information that must be communicated to customers</li> <li>• Developed sales tools for service stations, such as BCP Prepaid Card, for service stations to offer to small corporate customers who want to control costs but cannot extend credit lines</li> <li>• Organized ongoing sales promotions to boost up sales in different group of customers, such as card members project and launching of high quality product projects</li> </ul> </li> <li>3. Developed various group of partners, such as The 1<sup>st</sup> to expand the member base</li> <li>4. Trained staff to sell special grade oil efficiently</li> <li>5. Developed more variety of non-oil businesses in order to generate revenue for dealers, by the year 2019 there were 51 additional stores and 74 Kiosks</li> <li>6. Offered returns to motivate dealers to keep good image of the business</li> <li>7. Developed an oil transportation truck tracking system so customers can track and prevent fraud in shipping</li> </ol>

2019 Targets	2019 Results	Next Year Plan
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6. Expand non-oil business in service station to cover more customers and increase revenue
7. Develop order systems, transportation, and various systems to facilitate convenience
8. Provide safety knowledge and care for environment

<ol style="list-style-type: none"> <li>1. Market share of refined oil through service stations increased to 16%</li> <li>2. Reduced NPS Score from leaders to less than 2.5%</li> <li>3. The Mystery Shopper score was excellent by more than 75%</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintained market share as No. 2 leader at 16.0% standing at 15.6% in 2018</li> <li>2. NPS Score increased to 76.1% from 71.5%</li> <li>3. Mystery Shopper Dealer score was at excellent score of 81.1%</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop high quality product matching with customer need / demand</li> <li>2. Provide support to uplift service standard of the service stations through award recognition program in a kind of good image, cash or annual award</li> <li>3. Expand service stations for B10 continuously</li> <li>4. Develop product of high market value</li> <li>5. Support investment in new service stations</li> <li>6. Expand non-oil business in service station to cover more customers and increase revenue</li> <li>7. Develop order systems, transportation, and various systems to facilitate convenience</li> <li>8. Drive "Empower Dealer" project to create Best Practices Sharing</li> </ol>
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Stakeholder Groups (Disclosure 102-40)	Engagement Approaches (Disclosure 102-43)	Needs & Expectations (Disclosure 102-44)	Responses by the company in 2019
<b>Cooperative service stations business partners (COOP)</b> 	<ol style="list-style-type: none"> <li>Marketing representative</li> <li>Monthly / quarterly small group meetings</li> <li>Quality assurance and network improvement, customer experience management</li> <li>BCP Link system</li> <li>Customer service section and Customer Relationship Management Division</li> <li>Non-oil Business Development and Retail Partnership Department</li> <li>Bangchak Sod Sai Project ("Bangchak is bright" Project)</li> <li>Annual meeting of the Cooperatives</li> <li>COOP Development Committee (COOP DC)</li> </ol>	<ol style="list-style-type: none"> <li>Improved operating results</li> <li>Supporting and supervising the standard of practice for service station to ensure their readiness for competition, focusing more on marketing</li> <li>Close coordination and supervision from the company</li> <li>Expansion of non-oil businesses to meet the needs of more customers.</li> <li>An efficient service station management system and fraud prevention</li> <li>Participation in the company's contest to improve the image and sales volume of service stations</li> </ol>	<ol style="list-style-type: none"> <li>Developed the potential of COOP in order to improve the business performance as follows: <ul style="list-style-type: none"> <li>Organized "Smart P&amp;L" training for COOP to learn about the income statement in order to compare with the standard criteria of the company</li> <li>Installed Automation Point Of Sale and prepared a manual for the EDC POS system of the service station to help the administration at the dispenser more streamlined</li> <li>Increased the amount of oil products sold in the service stations to address the needs of customers</li> <li>Supporting budgets for service station improvements through the COOP Turn Pro project</li> </ul> </li> <li>Provided knowledge to service station through BGN's Coaching</li> <li>Supported and supervised the standard of practices for service stations to ensure their readiness for competition as follows: <ul style="list-style-type: none"> <li>Increased frequency of Mobile Training activities, staff training in front of the yard</li> <li>Organized staff activities in front of the yard and "Service Warm Up" campaign before taking the shift, in order for employees to review service tasks and information that must be communicated to customers</li> </ul> </li> <li>Organized ongoing sales promotions to boost up sales in different group of customers, such as Bangchak member card project and launching of high quality product projects</li> <li>Offered returns to motivate dealers to keep good image</li> <li>Developed an oil transportation truck tracking system so customers can track and prevent fraud in shipping</li> <li>Gave away member's agriculture product suffered from falling price to customers, such as rice instead of drinking water for customers buying fuel at the service station</li> <li>"Our Service Stations...Our Life", the project that COOP initiated to support hospital community in every liter sold</li> </ol>
<b>Service stations business partners (Tenants)</b> 	<ol style="list-style-type: none"> <li>Meeting with partners (brands) every quarter to inquire / follow up and present information</li> <li>Discussion how to solve problems together within / outside the organization</li> <li>Widely open for business negotiations to find new partners</li> <li>Creating more channels to search for new location for service stations</li> </ol>	<ol style="list-style-type: none"> <li>Location in the community area as desired by the target group</li> <li>There is enough parking space</li> <li>There is a mini-mart to retrieve traffic</li> <li>Having average oil sales of no less than 600,000 liters per month</li> <li>There is a space to install pole sign for major stores</li> </ol>	<ol style="list-style-type: none"> <li>Quarterly meeting with tenants</li> <li>Tested the parking system to solve the problem of insufficient parking space</li> <li>Searched for new partners to develop additional mini-marts</li> <li>Designed communication / advertisement signage / boards for shops in service stations</li> </ol>
<b>General Customers</b> 	<ol style="list-style-type: none"> <li>Customer Survey</li> <li>Dealer Feedback &amp; Focus Group</li> <li>COOP DC</li> <li>Marketing Representatives</li> <li>CRM Data Base</li> <li>Customer complaints</li> <li>Mystery Shopper and Good Image Reward</li> </ol>	<ol style="list-style-type: none"> <li>Brand Image of service stations</li> <li>Staff deliver fast service</li> <li>Quality of shops, convenience stores and coffee shops in service stations</li> <li>Service staff delivers service politely</li> <li>Sufficient and clean restrooms</li> <li>Location of service stations</li> <li>A variety of restaurant, beverage shop and other stores in service stations (NPS)</li> <li>Promotion of oil filling and stores</li> </ol>	<ol style="list-style-type: none"> <li>Extended 50 Bangchak service stations from standard to lacking location nationwide</li> <li>Used technologies to facilitate convenience for customers</li> <li>Developed more Non-oil business</li> <li>Improved systems of SPAR mini-marts, Inthanin coffee shop and "Inthanin the Grocery"</li> <li>Increased benefits and privileges of BCP Club Card by <ul style="list-style-type: none"> <li>Development of membership card system</li> <li>Development of data base system for customer analysis and Push Notification</li> </ul> </li> <li>Developed new products to serve the needs of customer such as Bangchak Hi-Diesel B20 S and Hi-Diesel S B10</li> </ol>



2019 Targets	2019 Results	Next Year Plan
<ol style="list-style-type: none"> <li>1. Market share of refined oil through service stations increased to 16%</li> <li>2. Reduce gap of the NPS Score difference from leaders to less than 2.5%</li> </ol>	<ol style="list-style-type: none"> <li>1. Bangchak maintained the second largest market share of 16.0% (market share in 2018 was at 15.6%)</li> <li>2. NPS Score increased to 76.1% from 71.5%</li> <li>3. Mystery Shopper COOP score was excellent at 92%</li> </ol>	<ol style="list-style-type: none"> <li>1. Drive for the sale of B10</li> <li>2. Develop knowledge and understanding of the service gas station management continuously</li> <li>3. Support COOP Turn Pro Project</li> <li>4. Find more partners to help develop the COOP for more revenue</li> <li>5. Support COOP activities</li> <li>6. Develop order systems, transportation, and various systems to facilitate convenience.</li> </ol>
<ol style="list-style-type: none"> <li>1. Satisfying partners with regular information updating</li> <li>2. Testing the parking system at Bangchak Service Station, Phatthanakan Branch, which is the first branch to measure and prepare for further expansion</li> <li>3. Getting Family Mart as a new partner</li> <li>4. Testing communication signage for additional businesses at Bangchak Service Station, Phahon Yothin Branch, Km. 38</li> </ol>	<ol style="list-style-type: none"> <li>1. Engaged 213 business partners more than set target at 200 cases</li> <li>2. Opened the first branch of Family Mart at Bangchak Service Station, Khon Kaen Province</li> <li>3. Installed advertisement signage for additional businesses at Bangchak Service Station, Phahon Yothin Km. 38</li> </ol>	<ol style="list-style-type: none"> <li>1. Plan to expand branches with many brands at a time</li> <li>2. Put more branches to the parking management system / developing a new parking management model (reduce human use)</li> <li>3. Add Family Mart branches into Bangchak Service Station</li> <li>4. Improve the design of signage / board to suit with the area environment and legal regulations.</li> </ol>
<ol style="list-style-type: none"> <li>1. Market share of refined oil through service station increased to 16.0%</li> <li>2. Reduce the NPS Score from leaders to less than 2.5%</li> </ol>	<ol style="list-style-type: none"> <li>1. Sales of retail markets expand by 7.1% while total market expanded by approximately 4.3%</li> <li>2. Maintaining market share at No.2 or equal to 16.0% from the year 2018 at 15.6%</li> <li>3. Expanded 42 standard service stations, 6 COOP service stations, 3 SPAR shops, 111 Inthanin coffee shops</li> <li>4. Developed additional businesses in service stations by adding 213 stores</li> <li>5. Market share of B20 at 33.2% and ranked No.1</li> <li>6. Sales of E20 Gasohol fuel increased by 6% compared to the same period in the last year</li> <li>7. NPS Score increased by 76.1% from 71.5%</li> </ol>	<ol style="list-style-type: none"> <li>1. Expand B10 diesel service and launch Hi-Diesel S B10</li> <li>2. Expand 60 standard service stations in the potential areas.</li> <li>3. Develop quality of products continuously.</li> <li>4. Encourage traders to create customer experience such as organic vegetable planting in the service stations, Road Side Assistant, Lost and Found, etc.</li> <li>5. Develop standard of service works and improve service stations continuously.</li> <li>6. Extend customer base by developing privilege to maintain customers in the long run.</li> <li>7. Collaborate with business alliance to extend customer base continuously.</li> <li>8. Set up sales promotion continuously.</li> </ol>

Stakeholder Groups (Disclosure 102-40)	Engagement Approaches (Disclosure 102-43)	Needs & Expectations (Disclosure 102-44)	Responses by the company in 2019
<b>Farmer Customers</b> 	<ol style="list-style-type: none"> <li>1. Customer Survey</li> <li>2. Dealer feedback &amp; Focus Group</li> <li>3. COOP DC</li> <li>4. Sale Representative</li> <li>5. CRM Data Base</li> <li>6. Customer Complaints</li> <li>7. Mystery Shopper approach and Image Reward</li> </ol>	<ol style="list-style-type: none"> <li>1. Product cost reduction for farmers and cooperative members</li> <li>2. New marketing opportunities for farmers and cooperative members</li> <li>3. Convenient location to access services</li> <li>4. Cooperatives have dividends paid to members</li> <li>5. Quality of fuel</li> <li>6. Appropriate design of service stations such as easy entry and exit, sufficient parking area, etc.</li> </ol>	<ol style="list-style-type: none"> <li>7. Created new experience of services through <ul style="list-style-type: none"> <li>• Vegetable plantation at the service stations, a free giving vegetable for staff and customers</li> <li>• Road Side Assistants to assist customers when running out of battery or changing tire.</li> <li>• Lost and Found at Bangchak service stations</li> </ul> </li> <li>8. Developed a concept of Unique Design Service Station</li> <li>9. Customer participation in sharing activities for society: <ul style="list-style-type: none"> <li>• "Tra Kra Boon" project new feature for encouraging members to donate their reward points for 16 charitable organizations for organizations</li> <li>• "Refuel and Sharing Kindness" project: supporting community products or oversupply agricultural products and distribute to customers</li> <li>• Green Coffee Shop: reducing the use of plastic straw, bag, foam and using bio-degradable plastic packaging instead</li> </ul> </li> <li>10. Set up measures to control quality of products and services <ul style="list-style-type: none"> <li>• Mystery Shopper approach to control service standard and image</li> <li>• Mobile Lab Test approach to control oil quality</li> </ul> </li> <li>11. Improved method for application of membership card by opening an on-line application system whereby a person can use only ID card with the EDC machine to apply for it. This option is faster, more convenient and retrieves correct data of the member</li> <li>12. Improved speed and accuracy of payment by using EDC machine linking with POS system. The system will draw automatically retrieve refueling data from the dispenser, reducing errors, fraud doing and is traceable</li> <li>13. Prepare frequently asked questions from complaints from customers</li> </ol> <ol style="list-style-type: none"> <li>1. Expanded 50 COOP service stations in lacking areas</li> <li>2. Set up a COOP Bonding project</li> <li>3. Increased sales volume via membership card by <ul style="list-style-type: none"> <li>• Developed membership card system</li> <li>• Developed data base to analyze customer and develop Push Notification</li> </ul> </li> <li>4. Developed new products such as Bangchak HI-Diesel B20 S and Hi-Diesel S B10</li> <li>5. Refreshed service stations</li> <li>6. Organized activities for farmer customers to join in social sharing: <ul style="list-style-type: none"> <li>• "Tra Kra Boon" project new feature for encouraging members to donate their reward points for 16 charitable organizations for organizations</li> <li>• "Refuel and Sharing Kindness" project: helping farmers by buying community products and oversupply agriculture products for free giving to customers</li> <li>• Green Coffee Shop: reducing the use of plastic straw, bag, foam and using degraded plastic packaging instead.</li> </ul> </li> <li>7. Set up measures to control quality of products and services <ul style="list-style-type: none"> <li>• Mystery Shopper approach to control service standard and image</li> <li>• Mobile Lab Test to examine quality of oil</li> </ul> </li> <li>8. Prepared frequently asked questions by customers (Q&amp;A) for front yard staff, for example, collection of points and conditions of Bangchak membership card, to reduce complaints from customers</li> <li>9. Happy Farmer cards in 360 service stations</li> </ol>

## 2019 Targets

## 2019 Results

## Next Year Plan

9. Use technologies to leverage services such as mobile application
10. Increase non-oil business in service stations to cover the needs of customers
11. Support customer assistance in unusual situation such as supporting sales of good vale fuels-B10, B20 and E20 to reduce customer costs

1. Market share of refined oil in service stations increased by 16.0%
2. Reduce the NPS Score from leader to less than 2.5%

1. Sales of retail market expanded by 7.1% while the total marketing expanded by 4.3%
2. Maintained market share at No.2 or equal to 16.0% from the year 2018 at 15.6%
3. Expand 42 standard service stations, 6 COOP service stations, 3 SPAR shops, 111 Inthanin coffee shops
4. Develop additional businesses in service stations by adding 213 stores
5. Market share of B20 is 33.2% and ranked No.1
6. Sales of E20 Gasohol fuel increased by 6% compared to the same period in the last year
7. NPS Score increased by 76.1% from 71.5%

1. Extend B10 service stations and launch a new HI-Diesel S B10
2. Promote the distribution of petrol produced from renewable energy to support the price of palm, sugarcane and cassava
3. Extend 60 standard service stations in potential locations
4. Develop quality products continuously
5. Encourage traders to create customer experience in projects such as organic vegetable planting near service stations, Road Side Assistance, Lost and Found
6. Develop standard of services and improving service stations continuously
7. Expand Bangchak customer base by developing privileges to attract and maintain customer in the long run
8. Collaborate continuously with business alliance to extend customer base
9. Organize regular sale promotion
10. Increase non-oil businesses in service stations to cover customer needs
11. Support agricultural processed products to be used for sales promotions
12. Support measures to help customers in an unusual situation, for instance, driving for the distribution of valued fuels such as B10, B20 to reduce costs for customers

Stakeholder Groups (Disclosure 102-40)	Engagement Approaches (Disclosure 102-43)	Needs & Expectations (Disclosure 102-44)	Responses by the company in 2019
<b>Industrial Customers</b> 	<ol style="list-style-type: none"> <li>Marketing representatives</li> <li>Technical service engineers</li> <li>Booth activities with government sector and various associations</li> <li>Satisfaction Assessment Form</li> <li>Customer complaints</li> </ol>	<ol style="list-style-type: none"> <li>Quality of products and convenience ordering system</li> </ol>	<ol style="list-style-type: none"> <li>Included B10 S and B20 S as alternative products for customers looking for product at cost but still in a quality suitable for the use</li> <li>Cooperated with government sector to promote B20 fuel during the seminar on energy management system in transportation sector of each region</li> <li>Increased the distribution of oil by ships</li> <li>Expanded a fuel distribution terminal at Pichit province</li> <li>Usability testing of B10 S and B20 S to increase customer confidence</li> <li>Used electronic invoice in support of the government policy regarding Thailand 4.0 whereby customers can receive tax invoice faster, check product items and pay easily with QR code on tickets. Furthermore, document will not be lost.</li> <li>Opened a virtual account to facilitate customers transferring money via bank services</li> <li>Provided ID card for CBD term customers to prevent the transfer of money to wrong account</li> <li>Lent out oil and lubricant dispenser equipment to customers</li> </ol>
<b>Lube Customers</b> 	<ol style="list-style-type: none"> <li>Marketing representatives/ Outsource Sales</li> <li>Dealer meeting</li> <li>Training</li> <li>Technical engineer</li> <li>Satisfaction surveys</li> <li>Customer complaints</li> </ol>	<ol style="list-style-type: none"> <li>Product quality and convenience of ordering system</li> </ol>	<ol style="list-style-type: none"> <li>Developed potentials of marketing representative through on-line training programs</li> <li>Training for wholesaler team</li> <li>Updated information on website to present current products with easy understanding</li> <li>Provided transformer oil for customers in needs</li> <li>Developed specialty lubricant products and industrial lubricants having longer life and more durable than other general products</li> <li>Tested used oil and provided cleaning services for cutting fluid oil storage tanks</li> <li>Increased the number of an outsource sales to have close contact with customers</li> <li>Increase sales channels through on-line services</li> <li>Created brand awareness through on-line media such as Facebook, Line and website at <a href="http://www.bangchaklubricants.com">www.bangchaklubricants.com</a></li> <li>Developed new packaging to reduce plastic waste</li> <li>Expanded distribution channel of lubricants for marine vessels</li> <li>Provided depot service for lubricants</li> <li>Continuously organized sales promotion in order to reach end users</li> </ol>
<b>Central and Local Government Agencies</b> 	<ol style="list-style-type: none"> <li>Meeting, informing, explaining and discussing</li> <li>Participating in government projects</li> <li>Visiting government operations</li> </ol>	<ol style="list-style-type: none"> <li>Legal compliance and better than legal requirements</li> <li>Social and environment responsibility and sustainable living with communities</li> <li>Good security and environmental management system</li> <li>Cooperation in providing accurate and rapid information</li> <li>Support government projects.</li> <li>Open opportunity for stakeholders to share their opinions</li> </ol>	<ol style="list-style-type: none"> <li>Conducted business in compliance with law and regulations related to good and transparent business practices</li> <li>Audited operations of each function in the company in accordance with legal assessment and SHEE Audit</li> <li>Explained and presented accurate information to government agencies within specified period</li> <li>Classified stakeholders into group to seek and respond to their expectations, including regular participation in community development</li> <li>Controlled quality of environment to be better than standard and legal requirements</li> <li>Set up proactive security and environment system by using PSM, Carbon Footprint, Water Footprint, 3Rs in operational process</li> <li>Supported and cooperated with government sector to promote environmentally friendly projects</li> </ol>

2019 Targets	2019 Results	Next Year Plan
1. Market Leader of B20	1. Market share of B20 fuel products 24.3%	1. Increase the sale of IMO to increase more EBITDA 2. Increase the sale of LPG in factories
1. Finish Goods , more than 4.0 million liters per month	1. Finish Goods 3.34 million liters per month	1. Hire more outsource sales 2. Improve collecting samples of lubricant oil 3. Produce new products 4. Provide more recommendations for used lubricant management
1. Government agencies allowed continuous operations as requested by the company 2. Control air quality to meet standard without complaints from communities	1. Allowed by government agencies to continuously conduct activities or projects as requested 2. No complaints from communities about air pollution	1. Invite government officer to visit business and exchange ideas of development

Stakeholder Groups (Disclosure 102-40)	Engagement Approaches (Disclosure 102-43)	Needs & Expectations (Disclosure 102-44)	Responses by the company in 2019
<b>Major Shareholders, Funds, Institutions, and Minor Shareholders</b> 	<ol style="list-style-type: none"> <li>1. Annual General Meeting</li> <li>2. IR Activity such as Analyst meeting/ Roadshow/ Site visit/ Company visit/ Conference call/ SET Opportunity Day</li> <li>3. Consultation meeting, talking or inquiring to answer question, listen to suggestions through meetings, e-mail and website</li> <li>4. IR Website / IR material such as MD&amp;A, updating information on website both business information and quarterly operational results, including interview of executive's perspectives</li> <li>5. Data disclosure through stock market</li> </ol>	<ol style="list-style-type: none"> <li>1. To see good business performance with secured and steady growth</li> <li>2. Have clear goals and directions of the company for expanding future business and invest in business providing appropriate return</li> <li>3. Dividend payment of the company is in satisfactory level and regular payment</li> <li>4. Conducting business in accordance with sustainable development guideline (Sustainability)</li> <li>5. Progress of projects as planned</li> <li>6. Higher returns (Capital Gain)</li> </ol>	<ol style="list-style-type: none"> <li>1. Dividend payment to shareholders was appropriate to the performance and company's policy. Rate of payment was in the same direction as other companies in the same industry</li> <li>2. Organized more meetings for executives to meet major shareholders, institutional investors and minor shareholders</li> <li>3. In case there are concerns from investors, increase frequency of the investor meetings by organizing roadshows, both domestically and internationally, participating in conference or events such as analyst meeting in every quarter to give confidence to investors</li> <li>4. Improved the investor relations website to be up-to-date with complete information, easy to access. Also, improved online communication through Chatbot program, to be more accurate and comprehensive</li> <li>5. Prepared factsheet/ company profile to be used as primary information for shareholders and investors to know about performance of the company</li> <li>6. Communicated recommendations and inquiries received from shareholders to management executives</li> </ol>
<b>Media</b> 	<ol style="list-style-type: none"> <li>1. Press conference and press release to continuously update the company movements</li> <li>2. Visit mass media in special occasions</li> <li>3. Set up special interview of executives in each division in occasions as mass media's request</li> <li>4. New contents for on-line media, and new message receivers</li> </ol>	<ol style="list-style-type: none"> <li>1. Updated information about the performance of business, the overall picture of energy business, including growth plan and expansion of related business</li> <li>2. Exclusive interview with top management executives in addition to the routine press conference in order to get the insights for special scoop, not the general for all</li> <li>3. Chances to hear top executives presenting their business vision, to gain trust in the news contents and motivate media to follow up the news issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Set up regular press conference and press release</li> <li>2. Respond to media needs in issues to be useful to the company and public</li> <li>3. Supported mass media's public activities for public as well as media's anniversary to enhance relationship to each other</li> <li>4. Visited media in energy business on a regular basis and joined in their events as possible</li> </ol>
<b>Creditors (Financial institution and Debenture Holders)</b> 	<ol style="list-style-type: none"> <li>1. Analyst meeting</li> <li>2. Meeting at the company office and at meeting or seminar of financial institute</li> </ol>	<ol style="list-style-type: none"> <li>1. Followed the terms of the loan agreement</li> <li>2. Provided information of the company as requested by the bank</li> <li>3. Opportunity to use financial services of the bank and being good partners to each other</li> </ol>	<ol style="list-style-type: none"> <li>1. Strictly complying with the conditions of the loan and debenture agreements</li> <li>2. Strictly complying with the rules of financial institutions issued by government agencies</li> <li>3. Responded quickly to the inquiries from credit analyst with true and correct information</li> </ol>
<b>Competitors (other energy and oil trading companies)</b> 	<ol style="list-style-type: none"> <li>1. Follow up on market performance and information from the Department of Energy Business</li> <li>2. Study competitors' information through financial reports and present to relevant parties</li> <li>3. Cooperate and collaborate with competitors in matters requested by government agency for cooperation</li> <li>4. Follow up marketing activities and movements</li> <li>5. Provide marketing information that is not affecting competitors</li> </ol>	<ol style="list-style-type: none"> <li>1. Operate business with transparency under fair trade and competition</li> </ol>	<ol style="list-style-type: none"> <li>1. Continuously operated business under competition and free trade mechanisms</li> </ol>

2019 Targets	2019 Results	Next Year Plan
<ol style="list-style-type: none"> <li>1. Receive IR reward</li> <li>2. Invited to the Roadshow</li> <li>3. Be assessed for the organization of activities for small investors at good-excellent level</li> </ol>	<ol style="list-style-type: none"> <li>1. Received Asian Excellence Recognition Awards 2019 :               <ul style="list-style-type: none"> <li>• Asia's Best CEO (Investor Relations)</li> <li>• Asia's Best CFO (Investor Relations)</li> <li>• Best Investor Relations Company (Thailand)</li> <li>• Best Investor Relations Professional (Thailand)</li> </ul> </li> <li>2. Joined the roadshows organized by Stock Exchange in Thailand (SET), both in Thailand and overseas</li> <li>3. Result of Assessment regarding satisfaction for information and service provided to an annual visit of the minor shareholders stood at 97%. Most of the appraisers rated with good to excellent level.</li> <li>4. TSR Avg. 3-yrs: -1.18% (FY2017-2019)</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure the participation in roadshows organized by SET</li> <li>2. Improve activity to enhance investor relations with minor investors to be more in line with their needs, including the activity to promote understanding of company's business</li> <li>3. Join in the contests or events and applying for more awards</li> <li>4. Continuously communicate comments, recommendations and questions received from investors to management</li> </ol>
<ol style="list-style-type: none"> <li>1. Value of news disseminated through publication and on-line media is 550 million THB</li> </ol>	<ol style="list-style-type: none"> <li>1. Value of news disseminated through print media is 588 million THB</li> </ol>	<ol style="list-style-type: none"> <li>1. Promote activities to enhance relationship with media</li> <li>2. Promote activities to enhance skills and knowledge necessary for media based on friendship relations and benefits to media friends</li> <li>3. Add more databases for non-Thai media working in Thailand and the Asian region, including the preparation of English news release in parallel with Thai version to help them understand the company's business better</li> </ol>
<ol style="list-style-type: none"> <li>1. Assessment of overall response to financial institution, providing loan to be at high level</li> <li>2. The result of evaluation of compliance with loan conditions, providing information and other cooperation is at high to very high level</li> </ol>	<ol style="list-style-type: none"> <li>1. Responding to the needs of financial institution given loan at average high</li> <li>2. Complying with conditions of loan agreement, provision of information and other cooperation at high to very high level</li> </ol>	<ol style="list-style-type: none"> <li>1. Find opportunity to access complete financial services with financial institution and update to new financial innovations</li> </ol>
<ol style="list-style-type: none"> <li>1. No complaints or negative news when competing with competitors</li> <li>2. No complaints from competitors regarding unfair trading practices</li> </ol>	<ol style="list-style-type: none"> <li>1. No complaints or negative news when competing with competitors</li> <li>2. No complaints from competitors regarding unfair trading practices</li> </ol>	<ol style="list-style-type: none"> <li>1. Operate business continuously under competition and free trade mechanisms</li> </ol>