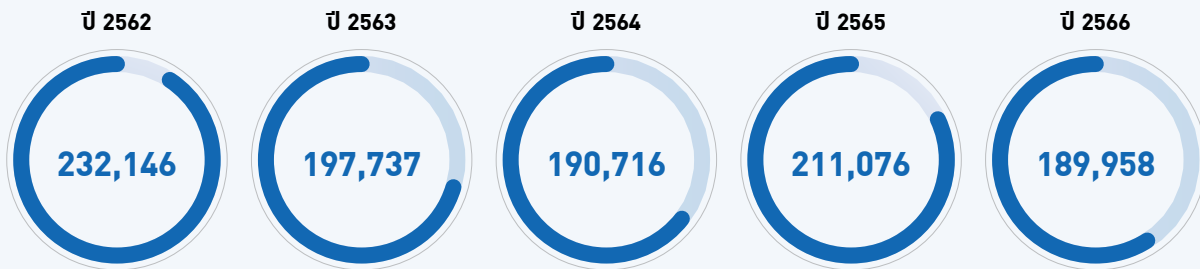




The amount of greenhouse gas reduction from refueling through Bangchak member cards (unit: tons of carbon dioxide equivalent)



Relationship Management and Responsibility to Customers

The Company orchestrates customer relations in both proactive and responsive manners via its consortium of service station business operators, Bangchak Green Net Company Limited (BGN), dealers, Inthanin coffee outlets, and service stations for Cooperatives. This aligns with the Company's marketing strategy, which emphasizes the enhancement of service quality at service stations to cater to customer requirements and cultivate a positive experience under the "Your Greenovative Destination" concept.

Key Development in 2023

1. Development of Two-Way Communication Mechanism between Customers and the Company

1.1 End Users (Service Station Customers)

The Company utilizes diverse channels for customer communication, including call center 1651, Facebook, Email, Website, LINE Official, Line@, live chat, and the Bangchak mobile application. These channels employ data storage and processing systems to expedite customer contact. In instances of a congested hotline or inquiries outside of business hours, customers are reconnected via the call-back system. Customer feedback is also monitored through online platforms such as Pantip website and Bangchak's Facebook page to gather information for service enhancements.

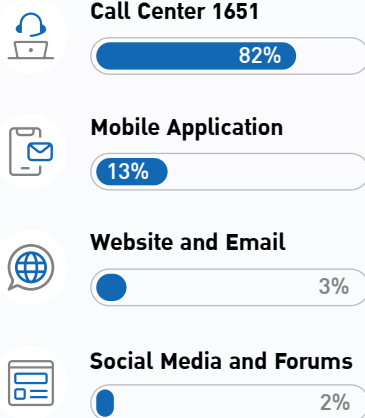
Customer Satisfaction Evaluation

The Company offers multiple channels for customers to evaluate their satisfaction, including telephonic surveys with an automatic post-service call transfer system. For Bangchak members, the feedback can be provided via the Mobile Survey system as well as purchase receipts. Furthermore, feedback is also accumulated from other channels, including external organization assessments, annual market research, and focus group discussions with business operators to exchange marketing information. The Company collates complaints, inquiries, compliments, sales promotions, and service recommendations for improvement and forwards them to the relevant departments. Employees who receive compliments from customers are rewarded to encourage their performance.

In 2023, the Company received a higher number of complaints and suggestions than in 2022, with online channels, such as the website, EMAIL, Facebook, and LINE@, being more favored, showing an increase to 19% in 2023 from 8% in the previous year. This increase is attributed to the expansion of channels for receiving complaints and suggestions, coupled with the addition of more service stations. Customer satisfaction with complaint and suggestion responses and the return rate were in line with the objectives that were set forth.

Receiving Complaints and Suggestions

Channels



Total Issues: **4,354**

Divided into:



Service

86%



Products, Promotions, and Equipment

13%

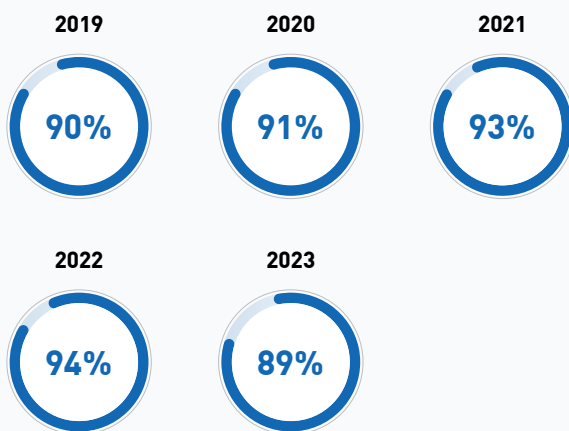


Others

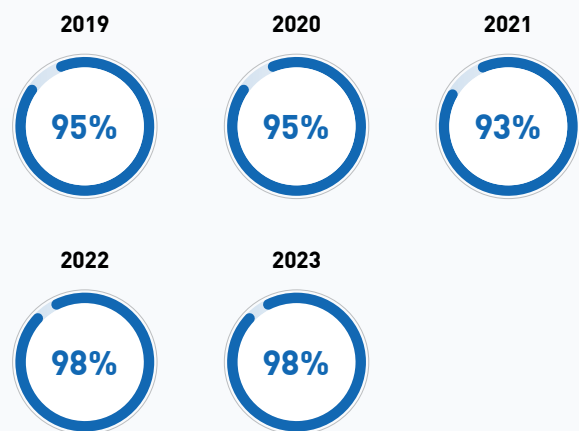
1%

Outcomes

Customer satisfaction towards the responses to their complaint and suggestion (target 90%)



Customer return rate (target 95%)



No legal violations related to marketing communication (Disclosure 2-27)

1.2 Industrial and Wholesale Customers

The Company prioritizes the utilization of online systems for communication and customer satisfaction evaluations with industrial customers, inclusive of technical service and transportation services. The Company also has direct communication channels, such as customer visits, to address customer complaints.

Outcomes for 2023

Complaints



Target
10%

Outcome
Decreased by
40.51%

Service Satisfaction



Target
90%

Outcome
93.91%

2. System and Technological Development to Support Customer Relationships

2.1 End Users (Service Station Customers)

- The Company possesses a CRM system and exclusive privileges for each new customer group (e.g. truck customers, food riders). It scrutinizes member data, collected from fuel usage and purchase of Inthanin products, to offer benefits and stimulate repeat purchases.
- Convenient and improved safety services were implemented during the COVID-19 situation, including fuel order communications through Line Official, QR code payments, wireless credit card terminals, which allows customers to swipe cards without leaving their cars, and point collection by voicing mobile phone numbers.
- The Company adheres to personal data protection laws, procuring consent for data use from new members. Existing customers can modify or withdraw consent through the Bangchak Mobile Application, website, or Call center 1651.

2.2 Industrial and Wholesale Customers

- Utilized E-Tax invoice system for customer convenience in accessing the data online.
- Expanded more fuel depots to cover more area in response to customer needs and ensure rapid delivery.
- Upgraded lubricant databases for product suitability inspection, available at www.bangchaklubricants.com.

3. Customer Relationship Management for Customer Retention and Expansion

3.1 End Users (Service Station Customers)

Primary benefits:

- Special 100 points upon card registration of new members.
- A portion of the increased fuel price in points on the first day of price adjustment for Bangchak members.
- Double points for diesel fuel refills.
- Special benefits on birthdays, including free 100 points, fuel discounts, Inthanin beverages, or changing engine oil at Furio Care and receive special discounts at Inthanin or Furio Care service centers.

Additional benefits:

- Additional benefits for SCG, AIS Serenade, and The1Card members to expand customer base.
- Point transfers between Bangchak members, point transfers from the selected credit cards to Bangchak points, and point transfers with AIS Point, MAAI, POINT X, AIR ASIA, and THE 1. Moreover, Bangchak points can be used for purchasing products from participating Tung Ngern merchants through the Bangchak Mobile Application.
- RMF and SSF fund purchases with Bangchak points.

3.2 Industrial and Wholesale Customers

- Providing knowledge on products, emergency response plans, post-sales support, equipment checks, and equipment maintenance.
- Providing total solutions in addition to simple product selling, additional equipment maintenance service, and quality warranty.
- Monthly meeting with large industrial customer groups to collaboratively create tools to support sales and expanding trade networks.
- Additional credit limits in addition to the credit line with credit guarantee.
- Promotion reports as discussed with customers, and quarterly and annual discounts to encourage continuous purchases and product line expansion.