

## Relationship Management and Customer Responsibility Significance

The company proactively and passively manages its relationships with various customers such as end users, industrial customers, and wholesales through the gas service station businesses of Bangchak Green Net Co., Ltd. (BGN), dealers, Inthanin shops, and cooperative service stations (Co-ops). This is in line with business strategies that focused on meeting customer needs, enhancing gas service station quality and creating good experiences under the concept of “Your Greenovative Destination.”

### Long-term Target 2020-2024



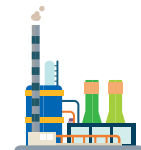
End User



Dealer



Service Station Dealers  
operated by Cooperative  
(CO-OP)



Industrial Group

The company aims to be the First brand of choice (The Most Admired Brand) by year 2024 as a way of thanking our customers for their loyalty. Our Customer Feedback Process brings input of customer expectations, which will be used for our planning of innovation as well as technology for products and servicing at service stations, complying with a concept of social and environmentally friendly. To gain more market insights on the “Your Greenovative Destination”, the company has used the international standard survey called Net Promoter Score (NPS). It is an index of measuring engagement through word of mouth and Customer Satisfaction. The company will use the information, needs and expectations of consumers for determining the strategy continuously.

## Performance 2022

### 1. Development of a Mechanism for Bilateral Communication between Customers, Businesses, and the Company

#### 1.1 End Users

The company provides various customer contact channels, including the 1651 call center, Facebook, email, website, official LINE account, LINE@, live chat, and the Bangchak mobile application. A system is used to store and process data from every contact channel, enabling the return of contact to customers in cases where lines are full or customers contact outside of business hours by utilizing the call-back system. Furthermore, the company monitors customers' comments on online social media platforms, such as the Pantip website and Bangchak's Facebook page, to gather data and improve services.

#### Satisfaction Assessment

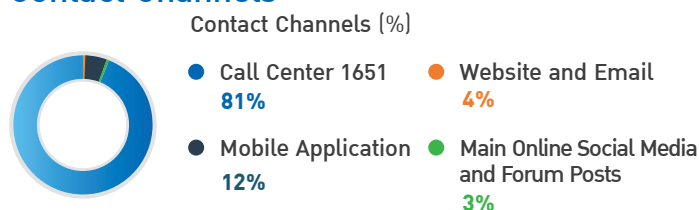
The company has multiple channels for evaluating customer satisfaction, such as mobile phone evaluation through an automatic call transfer system after service

use, and the mobile survey system for Bangchak card customers, covering gas station services and non-oil businesses. Additionally, the company receives customer satisfaction information from other channels, such as external organizational evaluation, annual market research, focus groups with businesses to exchange market information, etc. Customer can summarize complaints, questions, praises, sales promotions and service recommendations to send them to related agencies for service improvements. Furthermore, employees who are praised by customers receive awards to improve work morale.

In 2022, the company received additional complaints and recommendations from 2021, and noticed that customers' preference for online channels (mobile application, website, email and online social media) increased by 19% from 8% in 2021. However, customer satisfaction on responses to complaints and customer service reuse recommendations met set objectives.

## Complaints and Suggestions

### Contact Channels



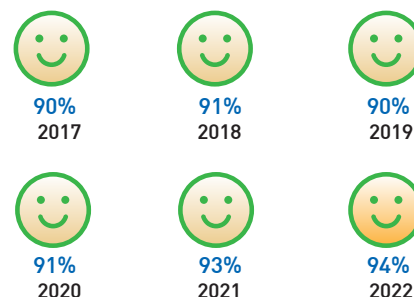
4,859 Topics  
Divided into



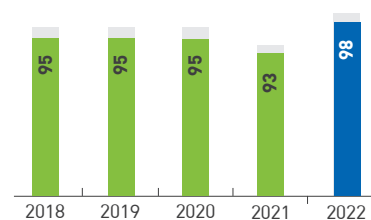
There was no significant  
legal violation on marketing  
communications  
(Disclosure 2-27)

### Results

Satisfaction with response to complaint and suggestion  
(Target: 90%)



Assess the return of service (Target: 95%)



### 1.2 Industrial and Wholesale Customers

The company prioritizes the use of online systems in communication and assessing customer satisfaction, such as in technical service work and transportation service work, among others.

### 1.3 Service Station and Inthanin Coffee Operators

The company has an oil purchase system for gas service station businesses via the 1651 call center. Additionally, the company has a call-back system in place to allow personnel to contact customers when lines are full and also transfers calls for post-service satisfaction surveys. The company also has web ordering and mobile application, and email systems for 24-hour ordering of oil and has expanded the provision of oil ordering services and ordering of raw materials for Inthanin shop, and is focused on increasing work effectiveness alongside businesses through other communication channels such as LINE groups.

## 2. Development of systems and technology to support relationship

### 2.1 End Users

- The company has a CRM system and offers special privileges to new customers by category (truck customers and food riders, etc.) and uses the fuel consumption data and Inthanin shop service usage data collected from members to analyze and create privileges that promote repeat of service.
- The company provides convenience and increased safety for customer service during the COVID-19 situation through various systems. These include providing refueling notification via the official LINE account, allowing payment for refueling through QR code and wireless card swiping, which enables customers to tap credit cards without getting out of their vehicles, and offering points collection after providing customer's telephone number.
- The company complies with the Personal Data Protection Act to maintain customer data security by requesting for consent from new customers for the use of their personal information, and existing customers can add or revoke consent through the Bangchak mobile application.

## 2.2 Industrial and Wholesale Customers

- E-Tax system to facilitate the customers in online access to information.
- Increase number of oil depot to provide better coverage and faster delivery.
- Improve lubricants database so customers can select appropriate lubricant products through [www.bangchaklubricants.com](http://www.bangchaklubricants.com).

## 2.3 Service Station and Inthanin Coffee Operators

- Develop CRM systems by phone to collect data of incoming calls, allowing employees to immediately know which customers contacted.
- Allow call center employees to work from home in order to reduce risk from COVID-19.
- Expand the reach of E-Training for partners and employees so that they can access training and development material anywhere at any time.
- E-Report system to analyze the operational data of service stations through various E-Report systems accurately and quickly to cooperate in work improvement.
- Point-of-sale system for raw material used in Inthanin Coffee to be sent directly to distribution center. Coveraging the additional product such as bakery products and frozen products.
- Add a variety of payment features like True Money Wallet, Dolfin Wallet, ShoppeePay Wallet, and Rabbit Linepay.

## 3. Relationship management to maintain existing customers and obtain new customers

### 3.1 End Users

**Their main privileges include** the following:

- New Bangchak card members receive 100 extra points from membership card registration.
- Benefits – matching the price increase with equal amount of points on the days where fuel price increase.
- Double points for all diesel purchases for Bangchak card members.
- Birthday privileges – earn 50 extra points to redeem for special discounts at Inthanin Coffee or Furio Care car service center.

### Special privileges for Bangchak member card customers in line with new normal:

- Redeem 1,000 points for Krungthai COVID-19 insurance.
- Redeem 350 points for a policy to protect against COVID vaccine side effects.

- Redeem only 1 point, receive a 57% discount on the purchase of COVID-19 test kit or a 53% discount on a COVID-19 testing.
- Redeem points for Andrographis paniculate pill, cloth mask, and alcohol gel hand sanitizer.
- Promotional items “weekday travel, good return” where customer receive 50 points for 500 baht spending on refueling.
- Able to order Inthanin drinks with special discount via Grab, Lineman, FoodPanda to reduce risk of contracting COVID-19 as well as enjoy special discounts.
- Promotion: use 15 points plus 15 baht to buy Inthanin beverages.
- Gas stations sell hand sanitizer gel in 5-liter size.
- Bring the slip that has accumulated points or redeem points for a 10 baht discount.

### Additional benefits

- Expand customer base by adding privileges to SCG, AIS Serenade, The1Card member cardholders to receive instant discounts from refueling at Bangchak gas stations.
- Members can exchange points with each other by transferring points from credit cards participating in the program into Bangchak membership cards and for transferring points between Bangchak and AIS points and MAAL. In addition, Bangchak points can be used to pay for products via the cash bag application.

## 3.2 Industrial and Wholesale Customers

- Provide knowledge on various topics such as products/emergency planning training /after-sales service/support equipment/check equipment range and engine maintenance.
- Provide total solution service in addition to selling products including equipment maintenance and quality assurance.
- Meet with major customers monthly to jointly build a sales support tool and expand the sale network.
- The company approved additional secured loan amounts.
- The company has created promotional offers as discussed with customers and granted quarterly and annual discounts to continuously facilitate customer purchases and has increased the products sold by the company.

## 3.3 Service Station Operators

- Deliver high quality products such as Hi Premium Diesel S and E20S EVO as well as PM 2.5 reduction diesel fuel. Including the oil development to reduce

dust and pollution from PM 2.5 dust, to prevent the problems from situation of small particulate matter or PM 2.5.

- Implement an online communication system to increase the effectiveness of client communications.
  - Develop “Program Bonding” to support investment in service station development to provide complete and value-added services as well as add products and improvements to service station.
  - Support alternative vaccines and deliver “Care Box” to dealers. Inside the box contains the thermometer, pulse oximeter, Andrographis paniculate, alcohol gel, mask for the entrepreneurs and the service station employees.
  - Increase consumer confidence through preventive measures and maintain cleanliness within the service station (7 safes).
  - Expand the numbers of service stations that accept digital payment.
  - Develop a point redemption system to expand the customer base, for example, with AIS, exchanging
- points “The more you transfer, the more you get”, and with Krungsri Ayudhya Card Company under the project “Transferable, easier to exchange”.
  - Expand partners in the online market to increase sales for Inthanin coffee shop operators with True Food, Shopee Food, and Air Asia Food and organizing promotional activities through food delivery partners.
  - Develop new beverages and bakery menus to better serve customers.
  - Provide delivery services through Kerry in Inthanin Coffee stores.
  - Joined the government’s COVID-19 economic stimulus program “Ying Chai Ying Dai” for Inthanin Coffee.
  - Develop Inthanin Mobile Application for customers to choose to pick up products at branches and buy monthly packages (Subscription).

