

7.5 Customer Relationship Management

Customer relationship management is a critical business strategy, particularly in the current context where industry volatility is increasing and customers place growing importance on ESG standards. The Company is therefore committed to continuously improving product quality, enhancing production efficiency, and maintaining strong customer relationships, while driving the organization forward through innovation, environmental management, and business continuity planning, to meet the needs of existing customers and expand its new customer base in the future. These commitments are formally defined as policies in the Company's Business Ethics Manual for 2025.

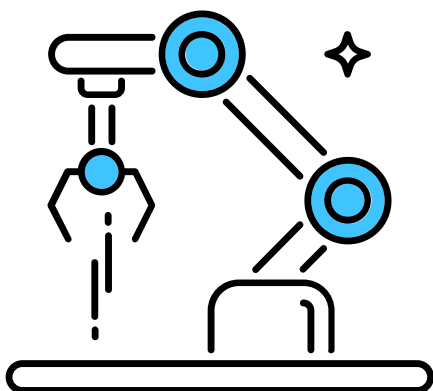
Customer Relationship Management Policy

The Company has established policies for employees at all levels to acknowledge and strictly adhere to, covering 10 key principles as follows:

1. Produce and deliver products that meet quality certifications and standards at a fair price, without overcharging.
2. Provide accurate, sufficient, and timely information and advice to customers about products and services.
3. Strictly adhere to the terms and conditions with customers. If unable to meet any conditions, promptly inform customers to consider solutions together.
4. Treat customers with courtesy and earn their trust.
5. Securely store customer data, with measures to maintain customer confidentiality. Do not share data without customer consent and do not misuse customer data for personal and/or related parties' benefits improperly.
6. Guarantee products under the terms/conditions and duration specified in the commercial contract and comply with the Consumer Protection Act.
7. Establish systems/processes for customer complaints regarding products and services, including prompt response to problem-solving and thorough action to ensure customer satisfaction.
8. Initiate and support social responsibility activities with customers, covering the scope of ESG operations.
9. Focus on developing products, packaging, and environmentally friendly transportation methods.
10. Create channels for providing continuous information on product development to customers.

Management Approach

- Continuous technology integration in production and development:



The study and implementation of appropriate technologies in operations, especially in production processes, to maximize efficiency and extend into digital technology services that meet customer needs. This enhances performance and competitive capability, ensuring adaptability to future business trends.

Participation in ESG development within the supply chain:

The Company places great importance on elevating ESG standards through engagement with suppliers and customers across the supply chain, and aligning its operational direction with customers' ESG policies, covering greenhouse gas emissions reduction, respect for human rights, anti-corruption, and the creation of shared social value, in order to strengthen long-term trust throughout the supply chain.

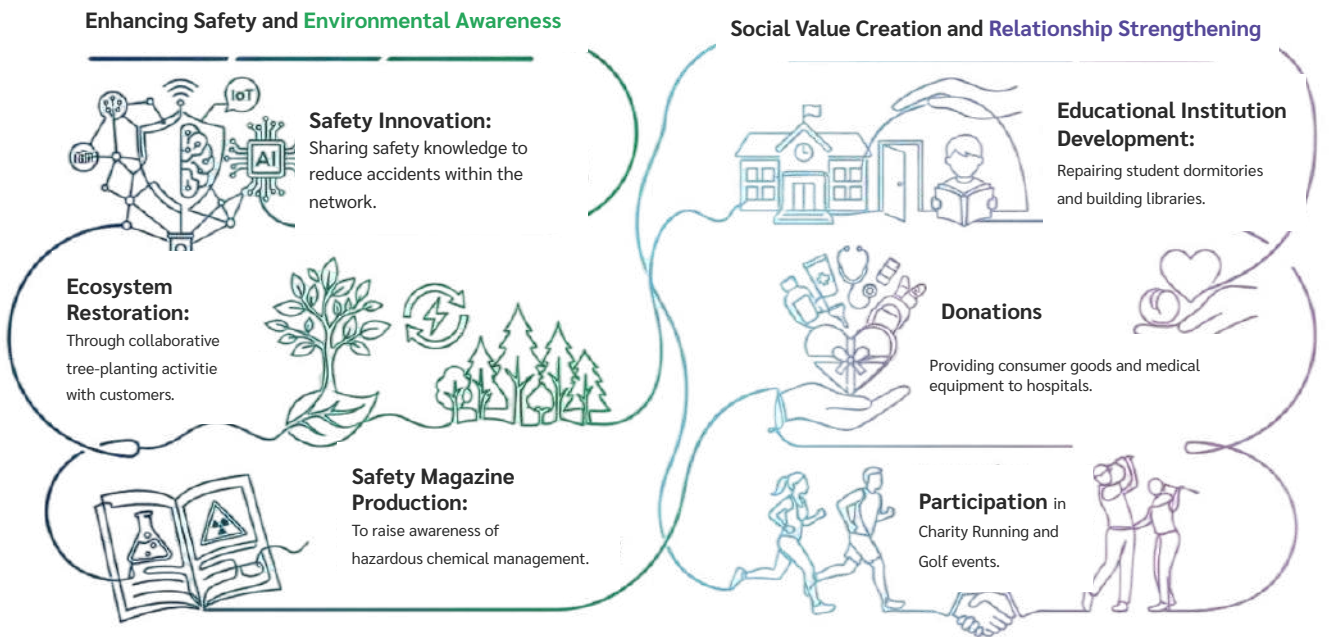
In 2025, the Company played an active role in supporting ESG within its customers' networks, as follows:

CFO Advisor to Isuzu's Supplier

Serving as an advisor on greenhouse gas emissions data collection and analysis to support effective internal emissions reduction planning, with 50 suppliers participating (continuing from 2024).

Customer and Network Relationship Building Activities in 2025

The Company takes a proactive role in participating in and supporting activities organized by three major customer network clubs: THCC (Toyota-Hino Cooperative Club), TCC (Toyota Cooperative Club), and MCC (Mitsubishi Cooperative Club), covering 12 activities in 2025, categorized as follows:



Customer Satisfaction Survey

The Company consistently conducts customer satisfaction surveys by gathering feedback and suggestions across 5 key dimensions: Quality, Delivery, Management, Engineering, and Cost/Price.



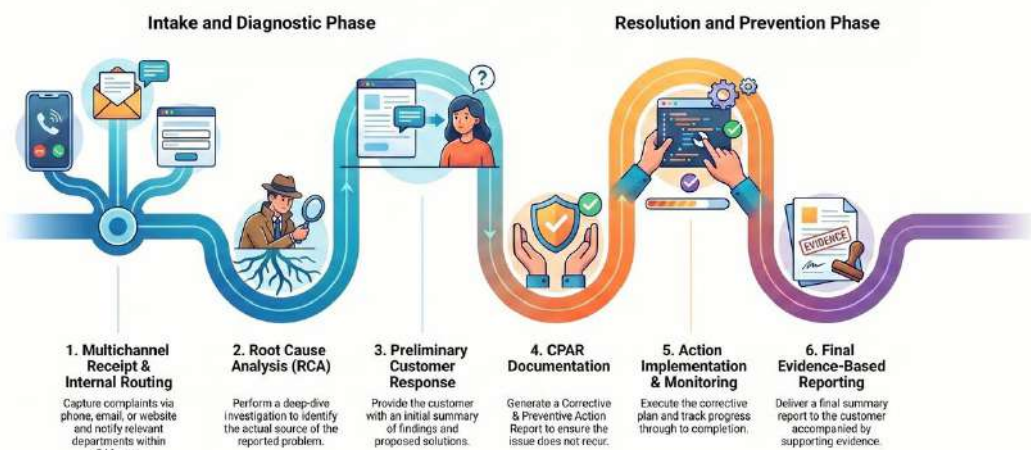
In 2025, the overall satisfaction score stands at 92.4%, improving from the previous year's 92.0%, with Delivery and Engineering scores rising to 95.3%, and Cost/Price recording the most significant improvement from 87.0% to 92.7%.

Post-Survey Improvement Process

Dimension	Details
Quality	Systematically analyze defects in the production process, establish quality standards from the start of operations, implement proactive corrections, and conduct repeated evaluations for continuous improvement.
Delivery	Enhance the daily data inspection system and manage inventory (Stock) to respond to customer orders in a timely manner.
Management	Develop a more systematic organizational work structure, emphasizing clear frameworks and operational guidelines to reduce errors.
Engineering	Integrate advanced and flexible technologies and tools into product design and improvement to meet customer requirements.
Cost/ Price	Review and adjust pricing strategies to align with production costs, market conditions, and customer expectations.

Complaint Receiving and Management Process

The Company provides multiple complaint channels, including telephone, email, and website, with a 6 - step management process to ensure customers receive prompt and comprehensive problem resolution.



Customer and External Organization Awards for 2025

Reflecting the Company's commitment to quality development, innovation, and sustainable relationships with customers.



A total of over 15 distinguished awards.



HINO (THCC)

The 36th The 36th QCC Activity 2025

- Winner - Production 2 Group (SFT1)
- Winner - Support Production Group (SFT1)
- 2nd Runner-up - Production Group (SFT2)



Technology Promotion Association

Thailand Quality Prize Award 2025

- Golden Award (SFT2, SFT3, SBM) (Total: 3 awards)



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Thailand Kaizen Award 2025

- Silver Award, Genba Kaizen (ICP2)
- Certificate, Kaizen Suggestion System (ICP2)



MITSUBISHI (MCC)

MCC QCC Final Presentation

- Winner - Support Production Group (SFT1)
- 1st Runner-up - Production Group (SBM)
- 2nd Runner-up - Support Production Group (SBM)
- 2nd Runner-up - Production Group (SFT3)



KUBOTA

Kubota Supply Chain Award

- Supply Chain Most Inspiring (SBM)
- Bronze Award, Excellence Performance (SBM)



THCC Club

THCC QCC Award 2025

- Honorable Mention - Production Group (ICP2)

