

7.5 Customer Relationship Management

Managing customer relationships is a crucial strategy in business operations, especially in the current context of industry volatility and uncertainty, including changing customer behaviors that increasingly emphasize ESG (Environment, Social, Governance). The company is committed to improving product quality, production efficiency, maintaining and cultivating positive relationships with customers continuously, and driving the organization with new innovations. There is also environmental management and business continuity planning to meet the current customer needs and expand to new customer bases, increasing the company's future revenue opportunities. A policy related to customer relationship management is defined in the Business Ethics Manual in 2024 to ensure strict compliance by employees as follows:

Customer Relationship Management Policy

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 Approaches

- **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 Environmental, Social, and Governance (ESG) standards through engagement with partners and customers across the supply chain. The aim is to drive sustainable development at every level from upstream to downstream.

Participating in ESG development within the supply chain alongside customers is a key strategy to mitigate negative environmental and social impacts, while also enhancing value for partners, customers, and the organization as a whole. In 2024, the Company played a vital role in supporting and promoting ESG within its customers' supply chains, particularly among Isuzu's group of suppliers, as follows:

• ESG Showcase to Isuzu's Supplier

The company held a session to disseminate its ESG guidelines to suppliers within Isuzu's supply chain. The session aimed to enhance supplier understanding and encourage integration of these practices into their own operations. A total of 250 suppliers attended the session.

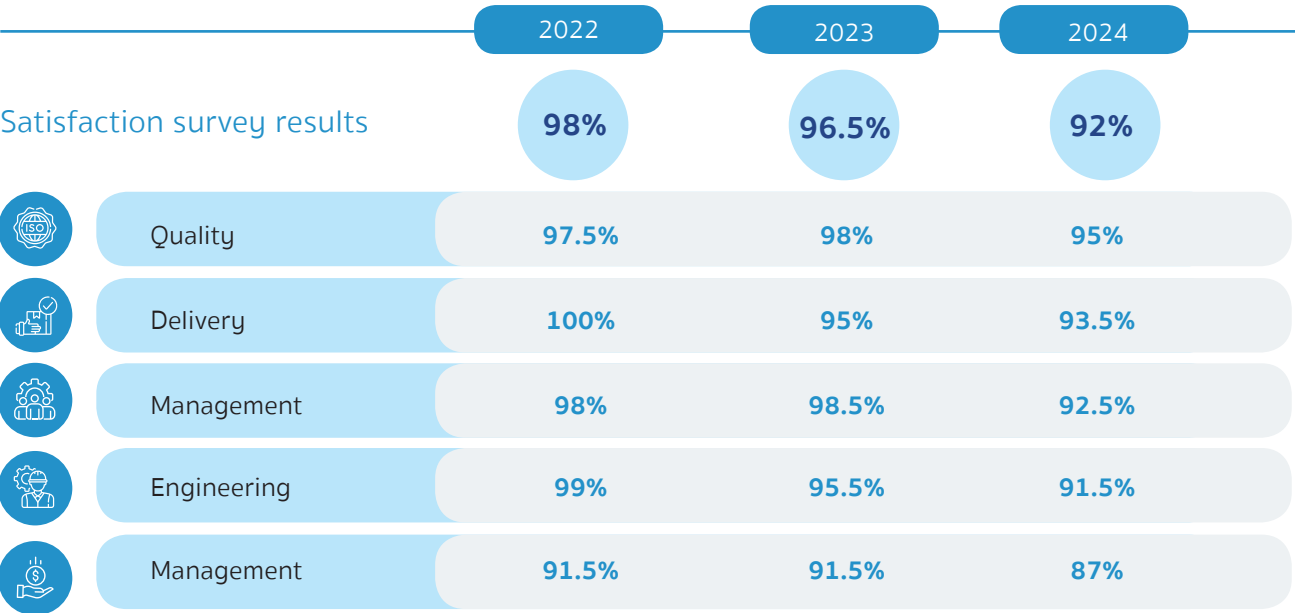
• CFO Advisor to Isuzu's Supplier

The company acted as an advisor to support suppliers in building knowledge and capacity related to greenhouse gas (GHG) data collection and analysis. This initiative aimed to empower suppliers to develop effective GHG emissions reduction strategies within their organizations. A total of 50 suppliers participated in the program.

The company has aligned its operational approach with the ESG policies of its customers, focusing on key areas such as greenhouse gas emissions reduction, respect for human rights, anti-corruption, and the creation of shared social value. These principles form the foundation for building trust, fostering collaboration, and ensuring long-term sustainability across the supply chain.

• Customer satisfaction surveys

The company conducts customer satisfaction surveys, listening to feedback and suggestions for improvement according to customer expectations. Customer comments are communicated to related departments for consideration and action, forming a basis for ongoing product development and service improvement. Feedback ensures that product and service adjustments meet customer needs effectively and timely. The company conducts these surveys annually, covering five areas: Q (Quality), C (Cost), D (Delivery), E (Environment), and M (Management), aiming for 100% customer satisfaction.



After evaluating customer satisfaction, the company has a process for maintaining and improving the quality of products or services, and sustaining relationships with customers. Analyzing the customer satisfaction results and related improvement actions requires collaboration between different departments, including production lines, using tools and processes such as Turtle Diagrams for process analysis, and Risk Management. The company has improvement approaches in each area as follows:

- **Quality Aspect** Product defects are systematically analyzed within the manufacturing process, with established quality standards implemented to ensure control from upstream to downstream. Key steps have been improved, including:
 - Preparation of operational systems prior to commencing production processes.
 - Implementation of clear standards and guidelines.
 - Proactive defect correction with subsequent follow-up monitoring.
 - Repeated evaluations to ensure continuous improvement.
- **Delivery Aspect** The company has enhanced its daily data inspection system to facilitate accurate and timely inventory planning and management, ensuring effective responses to customer orders. Additionally, it rigorously verifies the accuracy and completeness of all documents and information provided to customers
- **Management Aspect** The company has enhanced its organizational structure to be more systematic, emphasizing clear frameworks, rules, and operational guidelines. This approach aims to improve production efficiency, foster better coordination among departments, and ensure that all activities align effectively with the established objectives.
- **Engineering Aspect** The company integrates advanced and flexible technologies and tools into its engineering processes to enhance product

design and development. This ensures that the products meet customer requirements in terms of quality, safety, cost-efficiency, and timely delivery, thereby reinforcing customer confidence in both products and services

- **Pricing Aspect** response to the rapidly changing competitive landscape, the company has reviewed and adjusted its pricing strategy to align with production costs, economic conditions, and customer expectations. This strategic approach aims to enhance competitiveness while ensuring effective cost control.

- **Complaints Management Process**

The Company has offered multiple channels for customers to submit complaints, including telephone, email, and website. Complaint management follows a clear and standardized procedure outlined as follows.

1. Complaint is received from a customer.
2. Inform relevant departments.
3. Analyze the complaint issue.
4. Identify an appropriate solution and customer response
5. Prepare the Corrective & Preventive Action Report.
6. Process the solution
7. Inform the customer of the outcome

- **Participation in Social Activities with Customers**

In addition to delivering quality products, the company has strengthened its relationships with customers by participating in activities organized by customers.

2024 TCC Safety Driving / Rally

The company organized a car rally event to promote safe driving. A portion of the proceeds was used to purchase medical equipment, which was donated to the Ban Bon Khao Kaeng Rieng Health Station in Si Sawat District, Kanchanaburi Province. The donation was officially delivered on August 30, 2024.



FY2024 Friendship Sport - Car Rally & Social contribute: Donation

This event aimed to strengthen relationships among MCC Club members. Part of the proceeds was used to construct a roofed multipurpose yard for Wat Thaweeponrangsarn School in Ongkharak District, Nakhon Nayok Province. Prior to the handover, a volunteer day was held for painting the facility, in which Somboon Group employees also participated on October 25, 2024.



THCC CSR Activity 2024: Bowling Charity

A charity bowling event was held to raise funds for improving the playground at Wat Nakharat School in Bang Bo District, Samut Prakan Province. The handover took place on November 1, 2024. On the same day, Somboon Group donated additional sports equipment to the school.



• Customer Awards for 2024

- Winner Gold Award, Kaizen Community 2024 : KUBOTA (SBM)
- Winner MCC-QCC 2024 : MITSUBISHI MOTORS (SBM)
- The 3rd Bronze Award, Kaizen world Cup 2024 : KUBOTA (SBM)
- The 4th The Best Effort Award QCC 2024 : HONDA (SBM)
- Certificate 4th, ISUZU Supplier Lean Production Award 2024 (ISLP) : ISUZU (SBM)
- Excellence Quality with zero defect : MITSUBISHI MOTORS (SFT)
- The 19th QA Improvement Activity 2024, 2nd Runner up Group 1 : HINO (SFT)