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|  | CUSTOMER COMPLAINT RESOLUTION GUIDE |  |
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ENGLISH TRANSLATION FOR REFERENCE PURPOSE ONLY

1. PURPOSE

- To guide employees on how to receive and resolve customer complaints, helping customers get feedback from the company promptly, accurately, and transparently, according to the company's product quality standards and the general direction of the company.
- Unify the process of receiving and handling customer complaints across departments.
- Guide employees in customer service, QA to understand each specific step in the process. Through implementing this, the goal is to resolve customer complaints effectively.
- Instruct employees on how to process information regarding customer complaints, which is crucial for handling customer complaints effectively.
- Help departments cooperate together through a systematic approach, ensuring the right sequence and timely execution.
- Assist executives in controlling work progress effectively.
- Reduce the overall number of complaints, maintain communication channels, protect brand image, and reduce financial damage.

2. SCOPE OF APPLICATION

This guideline applies to MasanConsumerHoldings (MCH) and all affiliated companies, including those newly formed or acquired, within MCH's organizational structure (referred to as "the company" or "Masan").

3. REFERENCED DOCUMENTS

- Complaint handling process for customer complaints (MCH/QA-QT-011)

4. ABBREVIATIONS AND DEFINITIONS

| Abbreviation | Explanation | Abbreviation | Explanation |
|--------------|---------------------|--------------|-------------------|
| CSKH | Customer Service | BP | Department |
| QA | Quality Control | SP | Product |
| NTD | Consumer | KDND | Domestic Business |
| KH | Customer | MKT | Marketing |
| NPP | Distributor | XNK | Export |
| GSKD | Business Management | QLTT | Market Management |
| NPP | Distributor | PTN | R&D Department |

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| Abbreviation | Explanation | Abbreviation | Explanation |
|--------------|-------------------|--------------|--------------------|
| NMCS | Chinsu Fish Sauce | NMNN | Nam Ngu Fish Sauce |
| NTCS | Chinsu Soy Sauce | TO | Green Beans |
| NT TTT | Tam Thai Tu Sauce | OMC | Omachi |

5. CONTENT

Chapter I



Some Common Customer Expectations:

I. Some things customers want:

1. Customers want to show concern about their lives.
2. Customers want fast responses.
3. Customers want constant attention.
4. Customers want a friendly voice and a warm smile.
5. Customers want fewer complications in the solution process.
6. Customers want to hear apologies with sincere regret.
7. Customers want to hear a simple "Thank you."

II. Some things customers do not want:

1. Customers do not want an unsympathetic voice.
2. Customers do not want to hear unnecessary explanations.
3. Mistakes:
 1. Avoiding responsibility for problems
 2. Low service quality
 3. Rude to customers
 4. Not listening carefully
 5. Being cold to customers
 6. Not providing a solution to customer requests
4. Customer Complaints Handling Principles:
 1. Customers are always right.
 2. Customers are people who pay us for our services.
 3. Be cautious about customer complaints, and listen to them with patience.
 4. Every complaint is an opportunity to improve the quality of products and services.
 5. Always follow the 3 NOs:
 1. DO NOT keep customers waiting
 2. DO NOT make excuses to customers
 3. DO NOT be rude to customers
5. Things to Consider When Resolving Complaints:
 1. Always use kind words with customers
 2. Do not make customers wait unnecessarily
 3. Never admit that the customer is wrong

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4. Always avoid being confrontational with customers
6. Important Points to Keep in Mind When Resolving Customer Complaints:
 1. Carefully consider the reasons behind the customer's complaints
 2. Do not blame others or give unsatisfactory explanations
 3. Resolve the problem quickly (within 15 minutes to 4 hours)
 4. Consider customers' opinions highly and respect them during the process.

Chapter II

Some Basic Skills in Resolving Customer Complaints

I. Skills Required to Effectively Resolve Customer Complaints

1. Direct Communication Skills

a. The elements that most influence direct communication include:

- Words: Need to be clear and easy to understand.
- Voice Tone: Must convey warmth, calmness, and ease to listen to.
- Body Language: Needs to be appropriate, show warmth with clear eye contact and a warm smile.

b. The impact of each communication element is as follows:

- Words: 7%
- Voice Tone: 38%
- Body Language: 55%

The ideal combination of these elements is crucial for a smooth and effective conversation.



- Voice Table (Voice Tone, Words)
How should you speak? Speak with the proper tone, soft or hard, as appropriate—adjust the tone of your voice to suit the situation. Remember, using a soft, clear, and respectful tone can help.

Pitch – How you modulate your voice: Speak slowly and clearly, with variations in tone, avoiding monotone.

Inflection – Adjust your tone: Vary your tone according to what you are saying, using higher tones for emphasis.

Courtesy – Tone should convey respect: Always be polite and considerate to the person you are speaking to.

Tone – Pitch: How you manage your tone, keeping it pleasant and friendly.

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Understanding – Clarity: Adjust the level of communication to suit the person you are speaking with, ensuring that you understand their needs.

Rate – Speed: Speak at a moderate pace, not too fast, ensuring clarity and effective communication.

Enunciation – Clearly pronounce words: It is important to pronounce words correctly and not too fast, which could make it difficult for the other person to understand. Also, avoid speaking too quickly or mumbling, as this makes communication unclear.

The word "No" (7%) and other communication elements all have their impact on how well the conversation is understood. In many situations, this is the reason for a conversation breaking down or communication failing. Why is this so? Because when speaking, it is necessary to pay attention to these specific factors:

"No"

When saying "no" to a customer, do not just say a negative response without offering an alternative or solution. Try to find another way to help the customer. Say something like, "Even though we cannot do this, we can try...".

"We cannot do that."

When saying "we cannot do that," make sure to explain the reason clearly so the customer understands why it's not possible. Instead of just saying "We can't do that," offer alternative solutions or recommendations to show you're trying to help.

"I will not..."


The phrase "I will not..." sounds more direct, so it is better to soften it by explaining why the customer's request cannot be fulfilled and then offering a better solution. You could say, "I will not be able to..." but ensure that the customer sees that you are attempting to help in another way.

"But..."

If you say "but...", it often means "forget about what I just said." Now, I'm telling you something else. However, "but I think..." usually sounds a bit cold. If you don't like the word "but," you should try to avoid it when talking to customers.

"You're wrong."

If you say this to a customer, it will create a negative reaction. This would make the customer feel uncomfortable and would probably hurt their feelings. Instead, you can say, "I think I may have made a mistake. Could you help me understand better?" This way, you not only make the customer feel better but also encourage them to help clarify things.

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In situations where you want to acknowledge mistakes, avoid being too harsh. Always explain politely to show that you understand the situation and are working on finding a solution. This approach can help build customer trust and resolve issues effectively.

Non-verbal Communication (Body Language)

- Facial expressions – Show warmth and openness.
- Eye contact – Maintain eye contact to show you are actively listening.
- Gestures – Make sure your gestures are aligned with what you are saying to avoid misunderstandings.
- Posture – Maintain an open posture, lean slightly forward to show interest in the conversation.
- Tone of voice – Use a friendly and professional tone.



Meaning of Common Non-verbal Cues:

| Cues | Meaning |
|---------------|-----------------------------|
| Crossed arms | Defensiveness, high status |
| Shaking head | Unfriendliness, disapproval |
| Crossed legs | Uncomfortable or closed off |
| Folding hands | Calm, confident |

| Non-verbal cues | Meaning |
|----------------------------|---------------------------------------|
| Clenched fists | Impatience, frustration, irritability |
| Furrowed brow | Disrespect, annoyance |
| Arms folded | Closed off, defensive |
| Hands in lap | Politeness, discomfort |
| Not making eye contact | Uninterested, uncomfortable |
| Good eye contact, friendly | Attention, interest, engagement |
| Nodding | Understanding, agreement |
| Shaking head | Disagreement, confusion |
| Looking down | Embarrassment, sadness |

In direct communication, eye contact is very important and is considered a significant tool for engaging with others. Maintaining good eye contact can help convey confidence, sincerity, and trustworthiness. It is important to focus on the other person's eyes while speaking, as this gives them the sense that they are being listened to attentively.

In a work setting, we often tend to look at areas that are close to us, such as looking down or away. However, in conversations, we should focus on the person's eyes. This increases the chance of making a connection and avoids feelings of insecurity.

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2. Phone Communication Skills

a. How to begin a phone call:

- i. Smile before answering the phone: This will help set a positive tone for the conversation, making your voice sound warm and engaging. Smiling can also make you sound more cheerful.
- ii. Start by saying, "Hello, this is [your name] from [company]. How can I assist you today?"

Note:

- Ensure the phone is ready to answer: Place the phone near the receiver and ensure it is positioned comfortably before the call, preparing to answer the customer quickly.
- Make sure to keep a cool drink on hand (if your throat is dry) or have a glass of water nearby (especially during long calls).
- Create a calm and relaxed environment: Ensure that your setting is calm, allowing you to speak freely and naturally.

b. Proper Phone Usage:

1. Identify potential obstacles: Avoid distractions like loud noises, eating, or speaking with others around you, which could disturb your conversation or affect your customer's experience.
2. Answer with a clear and professional tone: Use a pleasant and clear tone to answer the phone to ensure the customer feels heard and valued.
3. Use an appropriate distance when speaking: Make sure to speak clearly and distinctly, keeping the phone at an optimal distance to avoid distortion or muffled speech.

Proper Call Etiquette:

- Always ask for the customer's permission before beginning the call.
- Introduce yourself and your company properly.
- If the customer is unclear, repeat and clarify the message.

c. Ensure Clear Communication:

1. Voice Posture:
 - Sit upright and avoid laying down while on the phone.
2. Positioning:
 - Stand or sit up straight. Ensure your voice is clear and strong.
3. Eye Contact:
 - Keep your posture open, and maintain eye contact with the customer to convey sincerity and attentiveness.

d. How to End the Call Positively:

- Say "IS THERE ANYTHING ELSE I CAN HELP YOU WITH?"
- Thank the Customer: "Thank you for using Masan's services."
- Once the customer's expectations have been met, say goodbye and mean it: When all of the customer's needs have been addressed, say goodbye and sincerely thank the customer for using Masan's services.
- Please wait until the caller has disconnected: Ensure that the caller has hung up before you disconnect the call.

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Key Points to Remember:

- Listen actively: Pay close attention to what the customer is saying.
- Ask clarifying questions: If needed, clarify the customer's needs before offering a solution.
- Use appropriate body language: Ensure your gestures align with your words, showing attentiveness and respect.
- Maintain proper posture: Sit up straight and speak clearly during the call.

Ensuring the Message is Clear:

- Clarify any misunderstandings: Ensure the customer understands and feels heard.
- Help the customer by listening and explaining clearly.

Non-verbal Communication:

- Pay attention to your environment and make sure your phone is in a private area.
- Use a pleasant tone and smile while speaking.
- Avoid unnecessary distractions or noises.

Direct Communication Skills:

- Use encouraging phrases like "mmm" or "ah, hah."
- Provide confirmation of what the customer is saying.
- Allow the customer to speak fully before responding.

Feedback Skills:

- Emotional response: Show empathy for the customer's situation.
- Summarize: After listening to the customer, confirm their concerns to ensure understanding.

Be Sure to Confirm Expectations:



- Ensure the customer knows you are addressing their needs and that you are acknowledging their situation.
- Minimize any distractions that might interfere with the conversation.

Non-verbal Communication:

- Maintain proper posture and engage in a professional manner.
- Evaluate the physical environment for any potential distractions.

Skills in Direct Communication:

- Use phrases that are clear and easy to understand.

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- Make sure to establish a professional, engaging tone during the conversation.

II. Asking Questions:

In many customer service situations, you will need to ask the customer specific questions. One effective way is to ask questions that are clear and easy for the customer to answer.

How to Ask Questions Properly:

1. Opening questions: These should start the conversation and allow the customer to explain their issue. For example, you might ask, "Could you tell me how I can help you today?" or "What seems to be the problem?"
2. Closed-Ended Questions:
3. A closed-ended question allows the customer to provide specific information needed to solve the issue. For example: "Can I check if this product is available for you?"
4. From the examples above, you can use various other questions that guide the customer to provide clear information. For instance:
5. a. Understanding the situation:
6. For example: "Could you let me know what your current situation is? Please let us know how we can assist you in solving the issue quickly."
7. This question encourages the customer to continue and gives them space to explain their concern. This helps them feel more in control of the situation.
8. b. Making a request for clarification:
9. For example: "Could you kindly tell me the model of the product you are referring to so I can assist you better?"
10. This clarifying question helps the customer understand their needs and prevents misunderstandings.
11. c. Presenting a problem or suggestion:
12. For example: "Could we quickly address your request for the product you are seeking now?"
13. This phrasing helps prioritize the customer's needs by suggesting a quick response.
14. d. Giving feedback:
15. For example: "Could you let me know if you are satisfied with the solution we offered, or if you would like to discuss this further?"
16. This question checks if the customer is satisfied with the service and if further action is needed.
17. For Example: "Would you like anything else?"
18. When Closing the Call:
This type of question shows interest in the customer's needs and helps wrap up the conversation. The question should be framed to clarify whether the customer requires anything else from you.
19. One form of questioning that helps customers feel that their needs are fully addressed is by using leading questions like: "Would you like anything else?" This invites the customer to bring up any remaining concerns. In fact, open-ended questions such as "How can I assist you further?" can lead to more opportunities for resolution.
20. III. Customer Problem-Solving Skills

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21. Recognizing the customer's needs: To understand customer issues effectively, use the following 3R strategy:
22. a. REPEAT CONTENT:
Rephrase the customer's request or problem to ensure full understanding.
23. b. REPHRASE CONTENT:
Restate the request or problem in your own words for clarity and to verify it.
24. c. REFLECT FEELINGS:
Acknowledge the customer's feelings by expressing understanding of their emotions (if necessary).
25. 2. Resolving Customer Complaints:
26. a. Immediate Action:
Respond quickly if the customer expresses dissatisfaction. If there is a delay in your response, inform the customer of the expected time frame for resolution.
27. b. Empathy and Understanding:
Show empathy to the customer's concerns by actively listening and using polite, reassuring language to let them know you understand their frustrations.
28. c. Reassuring the Customer:
In addition to acknowledging their frustration, assure the customer that the issue is being taken seriously and will be resolved as quickly as possible.
29. d. Resolve the Complaint:
Once the issue has been clarified, offer a solution and confirm it with the customer. Ensure that their needs are fully met, and they are satisfied with the outcome.

e. Recognize the customer's emotions:

Acknowledge that the customer may feel ... (e.g., frustrated or upset) and express understanding. Reassure them that you are working to resolve the issue promptly and satisfactorily.

f. Provide a brief summary with a positive tone:

Acknowledge the situation and let the customer know that you are focused on resolving the issue. Maintain a positive attitude, even if there are challenges.

g. If further steps are needed, provide the customer with a clear path to resolution:

If you are unable to solve the problem immediately, inform the customer of the next steps. Reassure them that you are actively working on it and set realistic expectations for follow-up.

h. Regularly update the customer on the resolution progress:


Keep the customer informed about the progress of their issue, ensuring they feel involved and up to date with the steps being taken.

i. Evaluate the service provided:

After providing the solution, ask for feedback to understand how the customer feels about the resolution and identify areas for improvement.

j. Look for recurring issues:

If customers are experiencing similar issues repeatedly, take proactive steps to investigate and implement long-term solutions.

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3. Gaining Experience with Difficult Customers

a. Research feedback from customers who are hard to please:

Study the reasons customers express dissatisfaction to find patterns. By understanding the source of dissatisfaction, you can address issues more effectively in the future.

b. Understand the customer's needs:

Don't just focus on the product or service, but understand the underlying reason why the customer is dissatisfied. Sometimes, the issue lies deeper than just the product or service itself.

c. Focus on resolving the core issue:

Make sure to handle the problem in a way that satisfies the customer. Always ensure that your solutions are not temporary fixes, but lasting resolutions that will prevent the issue from recurring.

IV. Skills for Handling Difficult Customers and Managing Tough Situations

1. The WIN-WIN Approach:

Principle: Look for solutions that benefit both parties.

- Examine the situation from both perspectives—your own and the customer's—to understand their needs and what they want.
- Make sure you balance the customer's needs while also meeting your goals.
- Be empathetic and show understanding for their position.
- Respect the customer's perspective and build trust.
- Ensure that both sides feel heard, valued, and respected.



2. Dealing with Emotional Customers (Mr. Tiger Example):

i. Signs of an Angry Customer:

- A serious expression, possibly clenched teeth.
- Their actions are harsh or abrupt.
- They might be persistently dissatisfied and resistant to conversation.
- Their attitude reflects strong personal dissatisfaction, and they may be defensive.

ii. How to Handle:

- Acknowledge their frustration: Validate their feelings by letting them know you understand their frustration.
- Avoid aggressive responses: Never respond with anger or sarcasm.
- Use a calm and composed tone: Maintain a steady, calm voice to de-escalate the situation.

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b) Handling Difficult Customers (Mr. Warthog)

- Signs of the customer:
 - They are easily irritated or upset.
 - They may physically touch or gesture angrily.
 - They speak loudly and rudely.
 - They are confrontational in communication.
- How to handle:
 - Acknowledge the customer's frustration politely and calmly.
 - Stay calm and composed while listening to the customer's issues.
 - Offer patient solutions, reassuring the customer that you understand and are working on the issue.
 - Avoid escalating the situation; maintain a polite tone and posture.
 - Avoid responding with sarcasm or dismissiveness.



c) Handling Demanding Customers (Mrs. Rabbit)

- Signs of the customer:
 - They speak excessively.
 - They interrupt or continue speaking without stopping.
 - They cannot stop talking, making it hard for others to get a word in.
 - They become easily frustrated or upset if someone interrupts them.
- How to handle:
 - Make sure to listen carefully to the customer's points.
 - Reassure them that you are listening and will resolve their issues.
 - Be patient and offer solutions to their complaints.
 - Give clear explanations and set expectations for further communication.
 - If necessary, direct the conversation back to the relevant issues and help guide them to a resolution

d) Handling the "Mrs. Camel" Customer

- Signs of the customer:
 - They tend to speak loudly.
 - They have a strong opinion about their situation.
 - They get upset if they feel ignored or misunderstood.
- How to handle:
 - Compliment the customer and their opinions.
 - Acknowledge the customer's feedback and let them know their concerns are being heard.
 - Be patient, avoid raising your voice, and offer helpful solutions.
 - Reassure them by staying calm, listening carefully, and giving clear answers.
 - Avoid bringing up unnecessary details or information that may cause confusion.

e) Handling the "Mr. Clam" Customer

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- Signs of the customer:
 - They speak very little.
 - They avoid conversation.
 - They are economical with words and don't reveal much.
 - They rarely express emotions.
- How to handle:
 - Respond with short, clear answers.
 - Express empathy and encourage the customer to share more if they wish.
 - Provide clear, concise responses and follow up with specific questions to engage them.
 - Be patient and avoid pushing the customer too much.
 - Always treat them with respect and professionalism.

3. What Customers Want When They Are Dissatisfied or Confused

According to research, when a customer is dissatisfied or confused, they usually expect the following aspects:

a. Balance in Service Process:

The company is seen as offering a balanced process for resolving issues. Customers value the clear steps and rapid solutions when dealing with complaints.

b. Balanced Results:

The company presents the results in a way that satisfies both parties. It's about not just resolving the issue but doing so in a way that the customer feels heard and valued.

c. Balanced Communication:

In customer communication, the company should maintain transparency and be clear, professional, and polite. This shows that the company cares about the customer's issue and aims for a quick resolution.

4. Understanding the Emotional Stages of a Difficult Situation

We can identify various emotional stages a customer may go through during a challenging situation. These stages are as follows:



Attack phase

Stress and escalation phase

De-escalation phase

These phases are illustrated in the graph below:

- Start of the crisis (rising stress).
- Peak phase (highest stress).
- Resolution phase (calming down).

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a. Action Phase (Provocation phase):

- Behavior signs:
 - The customer is visibly upset or angry.
 - They may show physical signs of frustration such as raising their voice or becoming very animated.

b) Escalation Phase:

Signs of stress increasing:

The customer begins to show clear signs of agitation. This is when the situation escalates, and they may adopt an "aggressive" strategy to deal with the situation.

c) Crisis Phase:

Critical phase:

At this point, the customer is extremely upset, showing strong emotional reactions and directing their frustrations toward the service provider. The key at this point is to keep calm and prevent the situation from worsening.

d) Assaultive Phase:

Behavior signs:

- The customer may speak in a loud or even aggressive manner.
- They may use harsh words or express dissatisfaction strongly.

Actions to manage:

- Use calm language and avoid escalating the issue further.
- Acknowledge their feelings but focus on resolving the issue calmly.

e) Recovery Phase:

Post-conflict phase:


After the confrontation, the customer begins to calm down and is ready to discuss possible solutions. This is the point where the customer becomes more open to resolving the issue.

f) Depression Phase:

Symptoms:

At this stage, the customer might be exhausted or even resigned. They may seem defeated, possibly expecting that no further resolution can happen.

5. Techniques for Managing Difficult Situations

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a) Provocation Phase:

- Objective: Reduce the emotional intensity and refocus the customer's attention toward finding a resolution.

Strategy:

1. Personalize the interaction: Build rapport with the customer and make them feel heard.
2. Maintain a calm and non-judgmental approach: Use professional language and tone to defuse the situation.

Important Tips:

- Avoid argumentation: Do not engage in an argument or let the situation escalate.
- Redirect the conversation: Guide the customer to discuss the issue calmly and constructively.

b) Escalation Phase:

Objective:

Minimize the escalation of customer stress, identify and address the emotional state, and determine an appropriate resolution. However, this phase also presents a challenge as it may be difficult to manage heightened emotional responses.

Strategy:

1. Use calming phrases such as "Please let me help you resolve this issue."
 - Example: If a customer is frustrated, say: "I understand, let me clarify this for you." Reassure them that you're here to help.
2. Phone Interaction:
 - If the customer becomes increasingly upset, offer to call them back after a brief time to allow them to cool down.
 - Important: Ensure the customer knows exactly when you will call them back (within 10 to 15 minutes). This allows them to feel heard and that you're taking their concerns seriously.



c) Crisis Phase:

Objective:

Minimize the damage during this phase by staying calm and focusing on the customer's needs, defusing the emotional outburst.

Strategy:

1. Control the conversation:

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- Maintain professionalism and stay calm during the call.
- Example: If a customer raises their voice, remain polite, professional, and patient to avoid escalating the situation.
- 2. Acknowledge their frustration:
 - Show empathy for their concerns.
 - Remain patient and calm, even if the customer is difficult to deal with. Offer clear solutions.
- 3. Problem-solving:
 - Work with the customer to find a mutually agreeable solution

c) Crisis Phase:

Objective:

Minimize the emotional impact and quickly regain control of the conversation.

Strategy:

- Alert the customer: Calmly inform the customer of the situation and the steps being taken to address their issue.
- Stay calm: Always maintain composure and use a balanced tone to de-escalate the situation.

Skills:



- Listen actively: Make sure to focus on what the customer is saying (listening carefully).
- Always acknowledge the customer's emotions: Validate their feelings and respond empathetically.

6. Use the THANKS Approach to Resolve Difficult Situations

With the WIN-WIN approach, also use the THANKS method for conflict resolution:

- THANK CUSTOMERS FOR BRINGING THE PROBLEM TO YOUR ATTENTION
Acknowledge the customer's feedback.
- HEAR THE PROBLEM – LISTEN CAREFULLY AND ACTIVELY
Listen to the concern attentively (remember: it's not just the issue but also the emotions behind it).
- APOLOGIZE FOR THE INCONVENIENCE THE CUSTOMER HAS EXPERIENCED
Apologize for any inconvenience caused, according to the company's policies.
- NEED MORE INFORMATION FOR SOLUTION – ASK?
If you need more details to resolve the issue, ask the customer for clarification.
- KNOW THE SOLUTION AND BE PREPARED TO PROPOSE IT
Understand the solution and be ready to present it clearly to the customer.

7. Use the CLASSIC Method to Deal with Difficult Customers

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SOLVE THE PROBLEM OR FIND SOMEONE WHO CAN
Resolve the issue or find someone who can handle the complaint.

CALM YOURSELF

- Stay calm and remember the customer is upset about a product or service, not about you personally.

LISTEN EMPATHETICALLY

- Listen in a way that shows you understand and care about the customer's feelings.

ACKNOWLEDGE STATEMENTS

- Acknowledge the customer's concerns and validate their feelings.

SEEK

- Seek the issue and find solutions.

SOLVE

- Provide a solution or answer as best as you can.

IN CONTROL

- Maintain control over the conversation while finding the solution.


CLOSE POSITIVELY

- End the conversation with a positive and encouraging note.

Chapter III: Some Guidelines for Resolving Customer Complaints

I. Hotline Operation Activities:

1. When a customer calls in angry, the hotline staff should listen carefully or leave a message if necessary.
2. The staff member handling the hotline should follow the 7-step procedure for resolving complaints (7 steps in processing customer complaints):
 - Acknowledge and collect customer information quickly for immediate resolution.
3. For each complaint, follow the guidelines on the hotline.
 - Always respond with empathy, and be sure to use the structured procedure.

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7. When necessary, the staff in charge of the hotline should meet with the customer immediately or record additional information about the complaint.

8. Write a weekly report to evaluate the status of hotline activities and communicate the results accordingly.

9. Submit a report of customer complaints to the relevant departments for further action.

10. Update the “Customer Complaint Resolution” section on the Masan website to help reduce unnecessary complaints and provide timely responses.

11. Understand the actual situation from NPP and GSKD to better coordinate with external teams.

II. 07 Steps for Handling Customer Complaints:

Step 1: Listening

- Use the best listening techniques, and immediately ask what the customer wants to discuss.
- Clarify if the customer wants to express their concern or if they just want to talk about their situation.

Key steps when customers complain:

- Do they want to get attention or have the company take their issue seriously?
- Do they care about an issue with a specific product or service or is it something more general?
- Check if the situation is impacting their health or well-being.



Step 2: Acknowledge

Step 3: Asking Open-Ended Questions

Ask open-ended questions to gather information about the complaint. For example:

- What product is it? (Is it the retail, wholesale, or another category?)
- What is the issue with the product? (Does the problem concern the quality, quantity, or something else?)
- How much did they buy?
- What was the condition of the product when they received it? (Packaging, labeling, etc.)
- What is the issue with the product? (Is it related to defects or complaints about the product’s functionality?)

Step 4: Propose Solutions

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Propose a solution to the customer's issue:

- Offer a replacement for the defective product, or propose other solutions to meet customer satisfaction.

Involve other departments if necessary and provide the customer with clear steps for further action, ensuring quick feedback to resolve the issue.

Step 5: Follow-up Again

- Contact the customer to ensure that the resolution has been handled correctly and the customer is satisfied.
- Use follow-up communication methods (such as email, phone, or text) to confirm the resolution and avoid future complaints.

Step 6: Coordination with the Quality Control (QC) Department

- Collaborate with the Quality Control department for product-related complaints. They will assist in identifying potential issues and providing solutions.

Quality Control Coordination Process:

- The QC team will directly engage with the customer to check the product and follow up for further feedback.

Follow these steps:

- If the test result is under 7 working days, the customer will be notified of the issue promptly.
- If the test result takes longer than expected (10-12 working days), keep the customer informed regularly.

Step 7: Finalize the Issue



- After resolving the complaint, ensure that all actions are documented, reports are filed, and proper records of the solutions are available for future reference.

III. Process of Receiving and Handling Customer Complaints at MCH

Complaint Type

- 1. Quality Complaints:
 - Forwarded to QA
 - Assigned to the relevant department for resolution.

Customer Issues with Long-Term Queries:

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- Forwarded to the R&D department for resolution.

3. Information about Products, and Customer Concerns Related to Product Usage (Packaging, Directions, etc.)

| Customer Inquiry | Resolution Process | Handled By |
|--|---|----------------------------------|
| - Product details (e.g., packaging, usage) | Forward to Marketing, R&D, QA for resolution. | - Marketing, R&D, QA departments |

4. Inquiries About:

- Promotional Programs
- Sampling Programs
- Exhibitions

| Customer Inquiry | Resolution Process | Handled By |
|-------------------------------|--|-------------------------------|
| - Promotional Program Queries | Forward to Marketing, KDND for resolution. | - Marketing, KDND departments |

5. Inquiries About Price or Distribution System

| Customer Inquiry | Resolution Process | Handled By |
|--|--|-------------------|
| - Price or Distribution system queries | Forward to KDND department for resolution. | - KDND department |



6. Advertising or Trade Fair Queries

| Customer Inquiry | Resolution Process | Handled By |
|---|---|--------------------|
| - Queries related to advertising or trade fairs | Forward to the Media department for resolution. | - Media department |

7. Website-related Queries

| Customer Inquiry | Resolution Process | Handled By |
|------------------|--|-----------------------|
| - Website issues | Forward to PR or Executive Board for resolution. | - PR, Executive Board |

8. Legal, Product Quality, or Regulatory Complaints

| | | |
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| Customer Inquiry | Resolution Process | Handled By |
|--------------------------------------|---|--------------------------|
| - Legal or product quality inquiries | Forward to Legal, PR, and Marketing for resolution. | - Legal, PR, Marketing d |

9. Inquiries Regarding Product Appearance, Branding, and Business Disputes

| Customer Inquiry | Resolution Process | Handled By |
|---|---|---|
| - Product appearance, branding issues, or business disputes | Forward to Legal department for resolution. | - Legal Department, Executive Board, Marketing Department |

10. Inquiries About Product Defects, Disputes, or Complaints

| Customer Inquiry | Resolution Process | Handled By |
|------------------------------|---|--------------------|
| - Product defects or damages | Forward to Legal Department for resolution. | - Legal Department |

11. Product Safety (Toxicity and Health Safety)

| Customer Inquiry | Resolution Process | Handled By |
|--|--|-----------------|
| - Product safety, toxic substances, or health issues | Forward to QA (Quality Assurance) Department for resolution. | - QA Department |

12. Exported Goods Issues

| Customer Inquiry | Resolution Process | Handled By |
|---------------------------|--|---------------------|
| - Exported goods concerns | Forward to Export Department for resolution. | - Export Department |

IV. Common Reasons and Causes of Customer Complaints Regarding Product Quality

1. General Complaints

Complaint Content Suggested Response

1. Bottles are damaged or leaking.
 - Caused by handling during transportation.
 - Packaging issues during loading and unloading.
 - If damage occurs during transport (by ship, train, truck), the company takes the matter seriously and works with different transportation providers.

6. Validity

This document is effective from the date of issue. The management team has the authority to approve exceptions, make amendments, or cancel any part of this document as needed to suit the current business environment of the company.