

ONE TEAM, ONE FUTURE



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MESSAGE FROM CHAIRMAN OF THE BOARD



Supachai Chearavanont
Chairman of the Board

In a world driven by Artificial Intelligence (AI), the ability to learn, adapt, and create new values is at the heart of survival and sustainability - not only for business but also for society and the nation.

True has evolved beyond being merely a "telecommunications service provider" to become a **"builder of the future infrastructure,"** driving advancements in Smart Networks, Data and Digital Platforms, and AI Technologies-all designed to enhance people's lives.

The year 2024 marks an important turning point for True as we move forward with a new business model, with a clear goal to **"create shared value"** between technology, the economy, society, and the environment. We believe that technology is meaningless if it cannot open opportunities for people to live better lives.

We therefore focus on three main sustainability goals:

1. **Carbon Neutrality** by 2030 and striving towards **Net Zero** by 2050 through the use of clean energy while optimizing the network system for maximum energy efficiency.
2. **Zero e-Waste to Landfill** by 2030, utilizing technology to manage electronic devices throughout their lifecycle, from reuse, repurposing, to safe recycling.
3. **Technology for Equality** by using digital educational platforms to provide opportunities for children and youth in remote areas to access quality content, such as AI for Learning, which is tailored to the potential of each learner, while expanding the digital network to ensure no one is left behind.

From another perspective, we believe that AI will truly unleash its power when used to "augment humans," not replace them. The ability to understand language, culture, and the context of Thai society is something that technology must learn to ensure safe and responsible use.

For True, sustainability is not just about reducing negative impacts but about **"designing the future"** where technology acts as a force of opportunity, a mechanism to reduce inequalities, and a foundation for sustainable growth in the country. We believe that digital progress will only be meaningful if no one is left behind. True will continue to strike a balance between technology and the quality of people's lives to become **a platform of opportunity that everyone can equally access.**

Over the past year, the company has gained global recognition from various organizations such as the S&P Global Corporate Sustainability Assessment (CSA) and the Carbon Disclosure Project (CDP). We have maintained the highest global sustainability standards, achieving World Class status in the Dow Jones Sustainability Indices (DJSI) for 2024, with the highest score in the global telecommunications sector, as announced by S&P Global. This marks the 7th consecutive year, reflecting investors' confidence in True's ongoing sustainable business practices.

I firmly believe that change will not be an obstacle if we have determination, technology, and a heart that believes in the value of humanity. I would like to thank all our partners who have joined us in creating this change together.

Supachai Chearavanont
Chairman of the Board

MESSAGE FROM THE GROUP CEO



Sigve Brekke
Group CEO

In 2024, True reaffirmed its commitment to becoming a leading telecom-tech company under the principle of **"One Team One Future"** - uniting employees at all levels to drive innovation, create positive impact, advance sustainability, and contribute to Thailand's economic and social progress.

At the core of True's digital innovation is the responsible and ethical adoption of AI. Building on the "AI Ethical Charter" introduced in 2023, we have made tangible progress, including developing Thailand's first Responsible AI Maturity Roadmap, aligned with the best practices from global GSMA standards. This framework ensures fairness, transparency, human oversight, privacy, and security-principles reflected in projects for example, MARI 3.0 and True CyberSafe, which enhance customer experiences and protect users from cyber threats.

However, sustainability is not only about technological advancement. True remains committed to bridging digital disparities, empowering all Thais with access to education and knowledge that improve quality of life. Through initiatives like True Plookpanya, CONNEXT ED Foundation, TrueLab, and True Digital Academy, we help develop digital skills, prepare the next-generation workforce, and promote lifelong learning.

Furthermore, True continues to align its sustainability efforts with the 2030 Sustainable Development Goals, in line with ESG principles and the Sufficiency Economy Philosophy - focusing on social, governance, and environmental impact. Our progress is consistently tracked and reported to stakeholders. Key achievements in 2024 include:

Living Right - Operating with integrity and good governance. True was awarded an excellence (5-star) Recognition Corporate Governance rating from the Thai Institute of Directors Association. We also conducted human rights assessments across our value chain and implemented violation safeguards while fostering employee potential.

Living Well - Creating social value through technology and innovation. Our 4G and 5G networks now cover 93% of the population, with minimal service disruptions of only 0.1 hour per user per year. We have also expanded our community of innovators to 5,418 and accumulated a total of 112 registered or pending patents, while supporting 381,000 vulnerable individuals nationwide in improving their livelihoods.

Living Together - Advancing environmental sustainability practices. True has deployed solar cells at 10,406 base stations and network sites, significantly improving energy efficiency. Workplace efficiency has also been improved by an 18.5% reduction in Scope 1 and 2 of greenhouse gas emissions and a 44% reduction in water usage compared to 2020. We are also progressing towards zero electronic waste landfill disposal through improved waste management and the "Dispose Right, Feel Good" campaign. Moreover, we enforce strict governance standards for our suppliers, ensuring high-risk partners are audited under our Business Partner Code of Conduct.

Looking ahead to 2025, "One Team One Future" will remain our guiding principle as we continue to foster collaboration among all employees and stakeholders to create a sustainable digital future for Thailand, driving ethical AI innovation, promoting digital equity, and achieving climate goals. True will remain at the forefront of shaping industry standards for sustainability in all dimensions.

Thank you for your trust, collaboration, and continued support in enabling True Corporation to build a stronger, more sustainable future for Thailand's economy and society.

Sigve Brekke
Group CEO

SUSTAINABILITY PERFORMANCE HIGHLIGHTS 2024

ECONOMIC



Service revenues excl.
interconnection (IC)

187,154
Million Baht

Total revenues

206,020
Million Baht

EBITDA

98,142 Million Baht

Salary, wages,
and employees'
benefits

10,144
Million Baht

Payment to
government :
income tax

182
Million Baht

Funding for activities
benefiting society

78
Million Baht

CUSTOMER BASE



trueonline

truevisions

49.4
million

3.7
million

1.2
million

LIVING RIGHT



**Corporate Governance
'Excellent' Score (5-Star)**

Assessed by the Thai Institution
of Directors



68%
Employees have received training in
intermediate and advanced digital skills



100%
of Business periodically conduct
Human Rights Due Diligence



**No work-related fatalities and
major work-related injuries in
employees and contractors**



100%
Data leak protection



26.22 million active users
Thai people nationwide were
supported for education and
digital access.

LIVING WELL



381,000 persons
received skills training for income
generation opportunities.



93%
5G network for population coverage
nationwide



112
of innovations or interventions
granted and filed



1,573 persons
Number of True innovators



95%
Excellent iCSAT customer services
satisfaction score

LIVING TOGETHER



18.5%
Reduction of Greenhouse gas
emissions intensity, compared
to the base year 2020



10,406 Sites
No. of accumulated base stations
and Mobile Switching Center (MSC)
with solar cell installations



44%
Water withdrawal intensity was reduced
(compared to the base year 2020)



2.03 million pieces
of e-waste received from customers
who participated in the campaign were
properly recycled according to
standards.



42.8%
Significant suppliers conducted
human rights due diligence



100%
Significant suppliers received
and passed an audit arranged by True

2024 AWARDS AND RECOGNITIONS

GOVERNANCE

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA



FTSE4Good



- DJSI 2024 Leader with the world’s No.1 highest total score in telecom industry emerging market from S&P Global for 7th consecutive years
- FTSE4Good Index members in 2024 with top ranking scores for the 8th consecutive year
- Excellent Corporate Governance Scoring In 2024 from the Thai Directors Association (IOD)



● Deal of the Year Awards 2024 from the Stock Exchange of Thailand (SET), honoring outstanding transactions that generate benefits for the capital market through the merger of businesses in the technology and communication industries.



● The Thailand Corporate Excellence Awards 2024 for Leadership Excellence from the Thailand Management Association (TMA) and Sasin Graduate Institute of Business Administration of Chulalongkorn University

SOCIAL



● The National Innovation Awards 2024 for Social and Environmental Innovation for the project “MorDee” - an intelligent healthcare platform, and the Honorary Award for the project “Autistic App” - a learning tool for children with autism.



● The HR Excellence Awards 2024 from Human Resources Online, Singapore, comprising four awards: three Gold Awards for Excellence in Change Management, Excellence in Employee Engagement, and Excellence in Employer Branding, and one Silver Award for Excellence in Talent Acquisition and Development for Young Talent



● The Best Contact Center Awards 2024 Category: Corporate (Gold Awards) The Best Technology Innovation Contact Center - Contact Agent Assistant from the Thai Contact Center Trade Association (TCCTA)



● The 2024 Thailand’s Most Admired Brand from BrandAge Magazine in the IT and Digital Products category, under the Internet Service Provider group, recognizing leadership in fiber broadband in Thailand

ENVIRONMENT



● CDP (Carbon Disclosure Project) high-level organization, rated A- for Climate Change Disclosure in 2024.



● The Climate Action Leading Organization (CALO) Award 2024 at the Excellent Level (the highest level) from the Thailand Greenhouse Gas Management Organization (TGO)

ABOUT TRUE

True Corporation Public Company Limited is a leader in Thailand's digital lifestyle, focusing on developing services that connect consumers and businesses to drive Thailand's digital economy. The company aims to provide benefits to consumers by leveraging its potential to attract world-class talent, as well as investing in infrastructure and startups.

The Company was founded on November 13, 1990, under the name Telecom Asia Corporation Limited, with its headquarters in Bangkok. It became a public company and was listed on the Stock Exchange of Thailand in December 1993 under the name Telecom Asia Corporation Public Company Limited, with the stock symbol "TA."

In April 2004, the company underwent a major rebranding under the "True" brand and changed its name to True Corporation Public Company Limited, with the stock symbol "TRUE." It has been in business for over 34 years.

In March 2023, True Corporation Public Company Limited and Total Access Communication Public Company Limited (dtac) amalgamated into a new company, True Corporation Public Company Limited, marking the expansion of the telecommunications business into a fully-fledged technology company.

True's core businesses are categorized into four groups below.

truemove **TrueMove H:** the second-largest mobile service provider in Thailand with nationwide network coverage.

trueonline **TrueOnline:** the leader of internet broadband and WiFi with high quality fiber network

truevisions **TrueVisions:** the leader of subscription television with nationwide HD service

truedigital **True Digital Group:** the leader of digital platform that focuses on developing innovative, cutting-edge solutions for consumers

Our Vision

To be Thailand's leading telecom-tech company, transforming the lives of Thai people and propelling businesses to the forefront of the digital economy.



Our Mission

To build a strong tech ecosystem of digital talent and capabilities and provide innovative services which improve our customers' lives and support a sustainable society.



Key Milestones



True Values

4C Culture



True's Value Chain



Sustainability Governance is a crucial and challenging issue for all organizations today, as without a sustainability strategy, an organization may face reputational risks and business risks in various areas such as legal matters, operational efficiency, attracting talent, financial investment opportunities, and marketing opportunities - all of which are interconnected with environmental, social, and governance (ESG) issues.

Management Approach

Sustainability Policy

The Company operates in a way that creates a positive impact on the economy, society, and the environment, and achieves its vision and mission in line with its sustainability policy, which is outlined as follows:

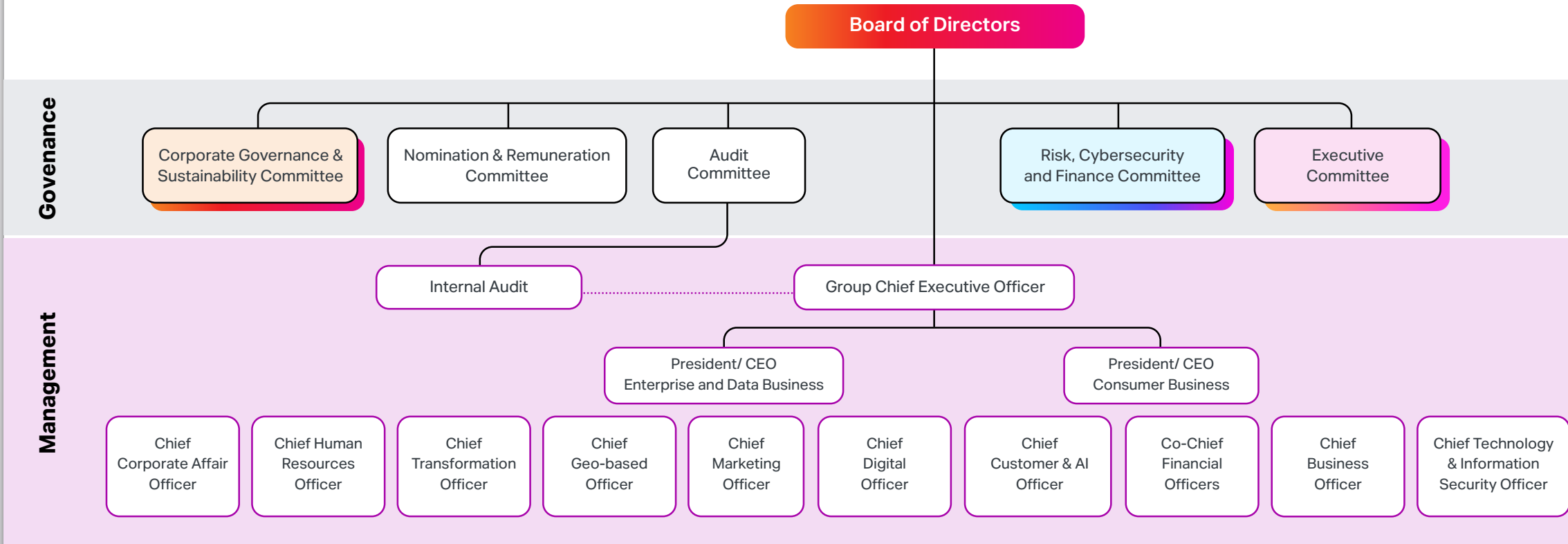
- **Scope** – It covers the Company’s business operations, as well as those of its suppliers, business partners, and joint ventures, to promote development throughout the value chain.
- **Stakeholder Management** – This is carried out in accordance with international standards, with communication channels established to listen to feedback, concerns, and expectations. This information is used to develop and improve the Company’s processes.
- **Sustainability Material Issues** – There is an approach to assess, identify, and prioritize the key issues impacting both internal and external stakeholders, following international standards.

Sustainability Management Structure

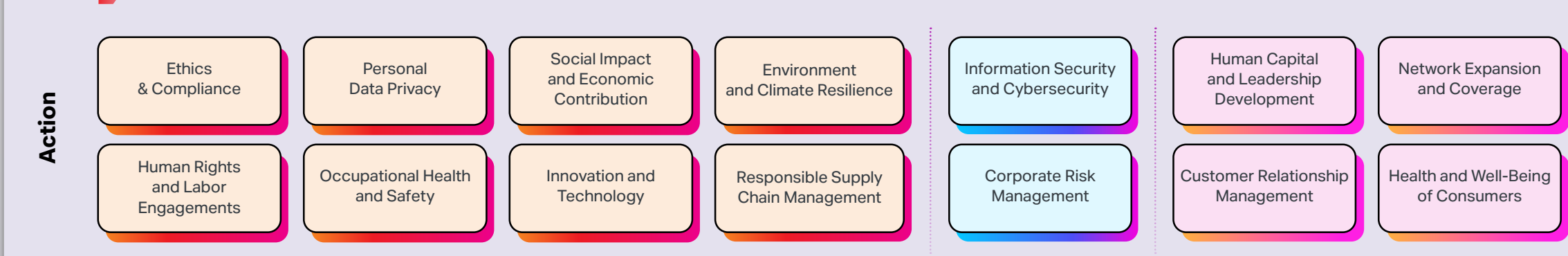
The Company has established a **Sustainability Division** under the supervision of the **Chief Corporate Affairs Officer (CCAO)**, who is responsible for overseeing both corporate affairs and sustainability management, and serves as the Chief Sustainability Officer. Additionally, the **Sustainability and Environmental Management System (EMS) Steering Committee**, composed of members from various functions and chaired by the CCAO, was appointed in 2024 to ensure the effective execution of sustainability goals.

Sustainability performance will be reported to the **Corporate Governance and Sustainability Committee**, which oversees activities through regular meetings held at least quarterly to track progress and provide strategic guidance as well as to the **Board of Directors**, the highest executive body, on an annual basis and as needed.

Management Structure

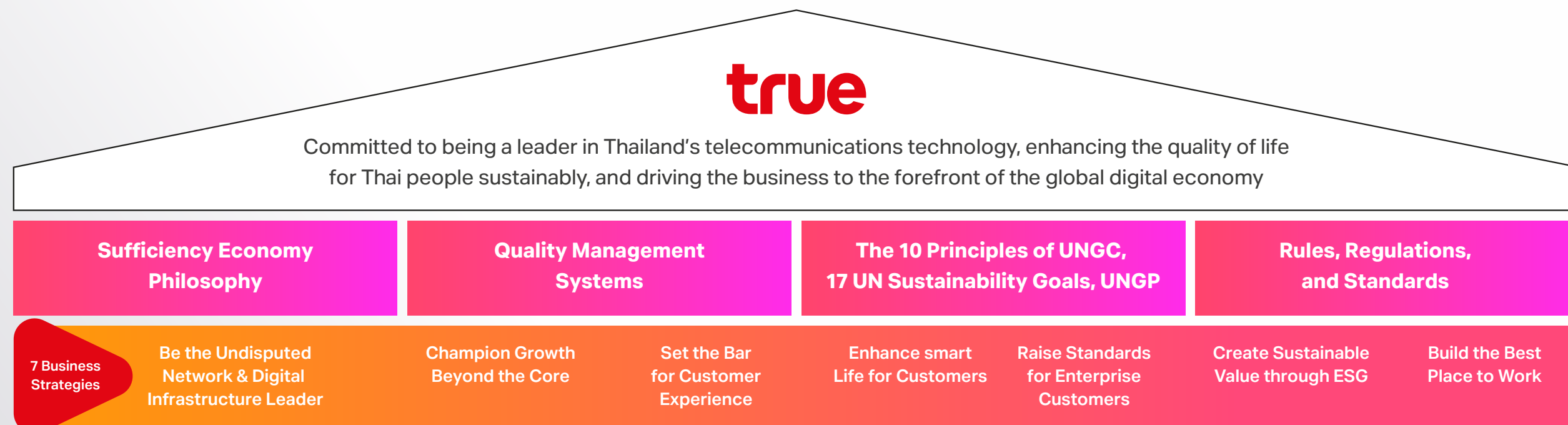


Management of Material ESG Issues



SUSTAINABILITY STRATEGY

The Company operates towards sustainable development according to a strategy that encompasses the core of governance and economy (Living Right), society (Living Well), and the environment (Living Together), based on the universal principles of the United Nations, the Sufficiency Economy Philosophy, quality management systems for excellence, as well as regulations and standards both in Thailand and internationally. This approach aims to elevate the quality of life for Thai people sustainably while driving the business to the forefront of the global digital economy.



14 Sustainability Strategies



LIVING RIGHT

Operating Business with a Sustainability-oriented Mindset



1. Corporate Governance



2. Human Rights & Labor Practices



3. Inequality Reduction & Education



4. Leadership & Human Capital Development



5. Cybersecurity & Data Privacy



LIVING WELL

Building a Sustainable Society



6. Health & Well-Being



7. Social Impact & Economic Contribution



8. Innovation & Technology



9. Stakeholder Engagement



10. Network Availability



LIVING TOGETHER

Building a Sustainable Environment



11. Climate Resilience



12. Circular Economy



13. Water Stewardship



14. Responsible Supply Chain

TRUE SUSTAINABILITY GOALS 2030

The Company has set a long-term goal for the year 2030 to become a global leader in sustainability within the technology and telecommunications industry, in alignment with the 17 UN Sustainable Development Goals. There are 9 main goals directly related to business operations, which are material issues aligned with True’s sustainability objectives. These include goals No. 3, 4, 8, 9, 10, 12, 13, 16, and 17. The details of True’s Sustainability Goals for 2030, covering a total of 14 issues, are outlined in the table below

LIVING RIGHT

1. CORPORATE GOVERNANCE

5 ★★★★★

Excellent rating received from the CGR assessment by the IOD



2. HUMAN RIGHTS AND LABOR PRACTICES

100%

conduct human rights due diligence in own business and significant high-risk tier-1 suppliers



3. INEQUALITY REDUCTION AND EDUCATION

36 million

people and users supported through education, lifelong learning, and upskilling



4. LEADERSHIP & HUMAN CAPITAL DEVELOPMENT

100%

employees participating in digital reskilling and upskilling



5. CYBERSECURITY AND DATA PRIVACY

100%

of significant businesses certified on global standard of data security and privacy



LIVING WELL

6. HEALTH & WELL-BEING

25%

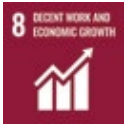
of revenue from new products and services empowering health, well-being, and digital society



7. SOCIAL IMPACT & ECONOMIC CONTRIBUTION

0.5 million

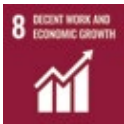
individuals from vulnerable groups receiving digital upskilling for job and income opportunities.



8. INNOVATION & TECNOLOGY

200 Patents and petty patents

of innovations or interventions granted and filed



9. STAKEHOLDER ENGAGEMENT

88%

engagement score of multi-stakeholder perception survey



10. NETWORK AVAILABILITY

95%

5G network coverage of population throughout the nation



LIVING TOGETHER

11. CLIMATE RESILIENCE

Carbon Neutral by 2030

Net Zero by 2050

carbon emissions of organization’s operations (Scope 1 & 2)



12. CIRCULAR ECONOMY

ZERO E-Waste to Landfill

zero-landfill of e-waste from business operations and from consumers voluntarily joining campaigns



13. WATER STEWARDSHIP

42%

Reduction in water withdrawal compared to base year 2020



14. RESPONSIBLE SUPPLY CHAIN

100%

of significant tier-1 suppliers and shop operation partners are audited.



SUSTAINABILITY MATERIALITY

The complexity of the current business environment, stakeholder expectations, and the ability to drive the organization toward sustainable success are challenges that organizations must study, analyze, and filter key issues. Moreover, they must have a process in place to comprehensively assess both the impact and the severity of each issue.

Management Approach

The Company conducts an analysis of key sustainability issues to use the results in adjusting strategies and management approaches appropriately, ensuring a systematic response to the needs of all stakeholders. This is done according to the principle of Double Materiality, which involves assessing both the external impact on society or the environment and the internal impact on the organization's financial value in a comprehensive manner. Additionally, the Company discloses its performance results on all material issues through the annual Sustainability Report, making this information publicly available.

Management Structure

The **Corporate Governance and Sustainability Committee**, along with the Executive Committee, regularly reviews and approves sustainability material issues and reports to the **Board of Directors** each year.

Materiality Analysis

The Company welcomes feedback and exchanges of opinions and perspectives from all six stakeholder groups, including experts, while considering four key components: impact, material issues, due diligence, and stakeholders. This is done in accordance with international reporting standards, including the Global Reporting Initiative (GRI) Standard 2021 and the Stakeholder Engagement Standards: AA1000.

Materiality Analysis and Prioritization Process

The process of annually assessing and prioritizing material issues follows the **GRI Standard 2021**. It covers identifying material issues, assessing both internal and external impacts, including evaluating risks and opportunities, prioritizing material issues, and obtaining approval from the Executive Committee and the Corporate Governance and Sustainability Committee.



2024 PERFORMANCE

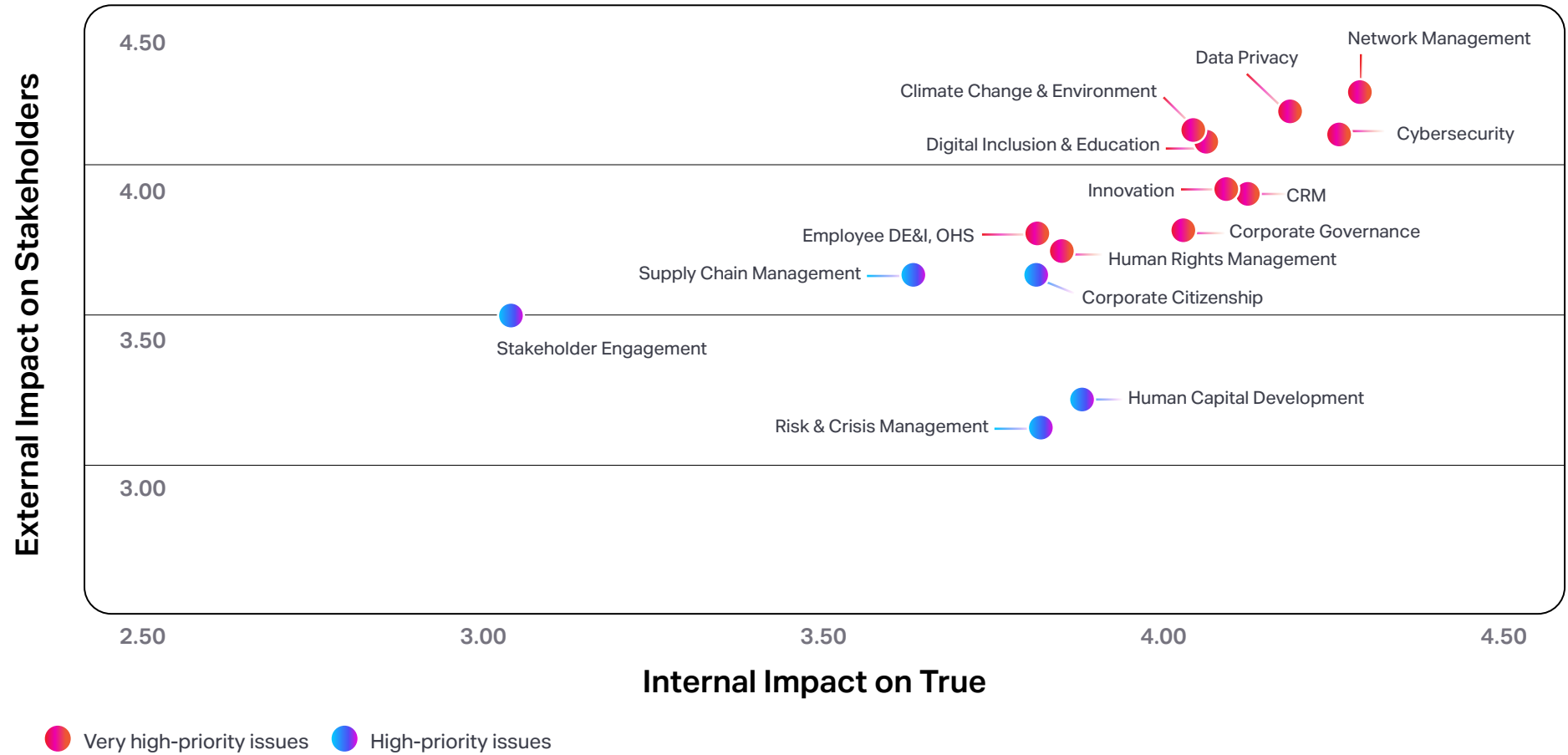
Sustainability Material Issues 2024-2025

The results of the assessment and analysis of material sustainability issues for 2024–2025 remain the same as the previous year and are aligned with the Company’s sustainability framework. A total of 15 issues were identified, divided into two groups based on impact:

- 1

Very high-priority issues:
The Company has defined management approaches and set short-term, medium-term, and long-term goals, with detailed reporting on performance
- 2

High-priority issues:
The Company manages and reports on performance according to the scope and interests of stakeholders.



EXPERT OPINION

Theetanun Rattanasanyanuphap
Executive Director of Policy
Assessment Bureau, NBTC

“To build long-term resilience in today’s dynamic environment, sustainability strategies must balance innovative opportunities with strategic organizational risks, resulting in flexible strategies that readily address any emerging challenges. We envision a future where a vibrant, sustainable ecosystem is cultivated with innovation and healthy competition. Businesses will implement comprehensive sustainability principles across all dimensions. By strengthening digital inclusion, security and trustworthiness, and environmental protection, a resilient foundation for long-term sustainability will be built, harmonizing economic growth, environmental stewardship, and social well-being through the creation of shared value.”

Anantachai Prayoonthom
Director
Sustainability Business Development Institute

“As the digital economy expands, greater connectivity creates opportunities for economic and social development. Digital inclusion and education bridge societal gaps, ensure equal access to knowledge, and drive sustainable growth. Expanding network accessibility, particularly in rural areas, can foster innovation and broader participation in the digital economy. However, rapid digitalization also brings risks, including cybersecurity threats, data breaches, and identity fraud. Strengthening data privacy, enhancing security, and ensuring regulatory compliance are essential to maintaining stakeholder trust. It is essential to equip human resources with the necessary skills and promote responsible technology use while fostering inclusion and retention upholding business core values of integrity, innovation, and sustainability.”

STAKEHOLDER ENGAGEMENT

2024 Target

85% Average Stakeholder Engagement Level



2024 Performance

86% Stakeholder Engagement Survey Results



Telecommunication service providers face significant challenges in engaging with stakeholders, as they must balance the diverse needs and expectations of various stakeholder groups, such as customers, business partner and supplier, shareholders, employees, government, community and society. Engaging with regulators can be particularly challenging due to the constantly evolving regulatory environment, which may lead to uncertainty and compliance risks. Customers demand higher-quality services, better data protection, and more affordable pricing, putting pressure on telecom providers to innovate and maintain customer satisfaction. At the same time, providers must ensure that employees align with the company's goals, especially in a rapidly evolving industry.

Building strong relationships with local communities is also crucial, as providers must address concerns about infrastructure development, environmental impact, and social responsibility. To overcome these challenges, telecom service providers must prioritize transparent communication, actively listen to stakeholder feedback, and collaborate to find solutions that create long-term value for all parties involved.

Management Approach

- The Company has a sustainability policy with the following objectives:
- 1. Establish effective communication guidelines and channels with stakeholders while promoting information exchange.
 - 2. Appropriately listen to stakeholders' opinions, concerns, and attitudes.
 - 3. Utilize the feedback received to develop and improve the company's operational processes.

The Company has a **Corporate Governance and Sustainability Committee** responsible for overseeing business operations to align with the expectations of six key stakeholder groups: customers, employees, business partners and suppliers, shareholders, government agencies, and communities/society. True places great importance on respecting rights, treating stakeholders fairly, actively listening to feedback, fostering mutual understanding and trust, to ensure sustainable business growth and maintain strong relationships with all stakeholder groups.

The Company has established stakeholder engagement practices in accordance with the AA1000 Stakeholder Engagement Standard (AA1000SES) and the ISO 26000:2010 Guidance on Social Responsibility.

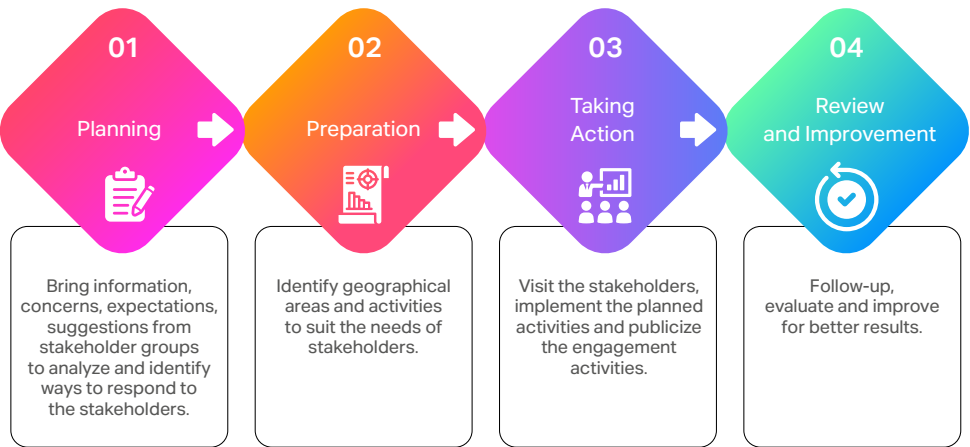
The stakeholder engagement guidelines are based on the AA1000 Stakeholder Engagement Standard (AA1000SES) with 3 major areas:

- 1 Materiality Assessment
- 2 Stakeholder Engagement
- 3 Responding to Stakeholder Expectations

We also aligned our stakeholder engagement according to the ISO 26000 Corporate Social Responsibility standards under 7 principles:

- 1. Organizational Governance
- 2. Human Rights
- 3. Labor Practices
- 4. The Environment
- 5. Fair Operating Practices
- 6. Consumer Issues
- 7. Community Involvement and Development

Stakeholder Engagement Process at True



KEY STAKEHOLDER GROUPS

The Company responds to expectations and provides opportunities for all groups of stakeholders to express their opinions through various channels and take their opinions and important issues into consideration to improve operations in accordance with the needs of 6 groups of stakeholders as shown in the following table.

Stakeholder Groups	Stakeholder Expectation	The Company's Response	Communication and Engagement Channels
Customer 	- Good products and services & innovations at a reasonable price - On-time delivery High-quality after-sales service - Personal data security - Accurate and clear product information - Environmentally friendly products - Network coverage in all areas	- Good and responsible service - Deliver high-quality products on time with excellent after-sales service - Develop data storage and confidentiality systems that meet international standards - Provide a good experience and equitable service - Take responsibility for products and services by using biodegradable materials - Install network infrastructure efficiently	- True shop customer service centers - Direct customer interaction - Social media / website / email - Year-round customer satisfaction surveys - Call center 1242 supporting 5 languages
Employee 	- Good welfare and compensation - Job security and career growth - Skill development, life knowledge, and retirement planning - Employee participation and opinion sharing - Support for modern office equipment and technology suitable for current situations	- Competitive compensation and appropriate benefits, with opportunities for promotion and transfers - Fair and equitable performance evaluation - Training programs aligned with needs and industry changes - Incorporating feedback and suggestions for continuous improvement - Providing computers and notebooks for departments and enabling employees to work from anywhere	- Annual vision announcement meeting - True Connect platform, website, email - Annual Report, Sustainability Report on website - Employee satisfaction and engagement surveys
Business Partner and Supplier 	- Equality in business practices - Doing business with transparency - Develop and grow together - Pay on time and in full - Participation and providing feedback - Cyber security	- Fair and transparent competition - Transparent and fair sales contracts - Provide training courses to enhance the capabilities of partners, covering ESG - Pay on time and for the agreed amount - Incorporate feedback and suggestions for improvement - Safeguard partner information	- Annual meeting - Provide training and organize activities to build relationships between the Company, business partners, and suppliers - Social media/email - Sustainability Report on website - Satisfaction survey - Call center for business partners
Shareholder 	- Business growth, stability, and profitability - Good corporate governance - Management with transparency - Good management strategy, creating opportunities in challenges - Risk management - Accurate financial information - Pay on time and in full	- Conduct business transparently, uphold corporate governance - Good corporate governance - Good management builds trust and delivers maximum returns - Disclose information transparently, continuously, and completely - Comply with contractual terms under rules and laws - Provide accurate and complete financial information - pay debts on time and maintain the quality of collateral	- Quarterly investor briefing - Sustainability Report on website - Social media, website, email
Government 	- Conduct business based on fairness and integrity towards customers, including operating under corporate governance principles - Fair and equal competition - Operate in various activities - Handle complaints effectively	- Conduct business transparently, fairly, and in compliance with the law - Disclose information transparently - Govern business operations according to the law - Manage with quality to build trust - Cooperate in various activities	- Organize activities in collaboration with the government - Social media, website, email - Regulatory agencies handle complaints and build relationships with government agencies
Community and Society 	- Collaborate with civil society organizations to promote sustainable development and reduce inequality - Utilize technology and company resources to benefit society and disadvantaged groups - Support community activities and provide assistance in crisis situations - Ensure safety in operations, such as electromagnetic fields and signal towers - Conduct business with respect for human rights - Promote cultural values, and preserving local community identity as part of products and services	- Organize educational and learning activities through the CONNEXT ED, VROOM, VLEARN, and MorDee projects - Develop communities and vulnerable groups, such as the Net Tam Kin and Smart Farmer Projects - Implement the Safe Internet Project to promote online safety - Comply with safety regulations and communicate information regarding electromagnetic fields - Assess the impact of business on the environment, society, and human rights	- Sustainability Report on website - Social media, website, email - Organize Activities to Build Relationships with the community - Call Center 1242

EXAMPLES OF STAKEHOLDER EXPECTATIONS

Customer



Nattanee Nutdechanan
Human Resources Department
Expressway Authority of Thailand

"As a customer of True, I expect the company to offer modern products and services that meet diverse needs by continuously developing new technologies. Additionally, I expect the company to place a high priority on protecting customers' personal data to ensure the security and privacy of information. At the same time, I expect the company to be socially responsible by conducting business that benefits the community and society sustainably, including offering products and services that are environmentally friendly to help reduce the impact on nature and support the conservation of natural resources."

Employee



Isara Uthapattanasuk
Expert in Strategic People Solutions
Department True Corporation Public
Company Limited

"True is an organization that focuses on developing the potential of employees through learning and the use of new technologies and innovations to improve work efficiency and prepare for changes in the digital era. As an employee, I expect the company to continuously develop employees' work potential, provide benefits that meet needs, and promote equality in career growth. Additionally, I expect the company to organize activities that enhance teamwork, develop personal skills, and foster good relationships within the organization."

Business Partner and Supplier



Ubolrat Tipdecho
Chairperson of the Executive
Committee General Transmission
Network Company Limited (GTN)

"I expect True to be a leading organization that helps advance and sustain the country's technological potential by laying the foundation through the use of technology in improving the quality of education, as well as helping ensure that all citizens have access to the vast amount of information and knowledge available online. GTN is ready to be part of creating and developing the network in collaboration with True, based on the principles of good governance, environmental conservation, and improving the quality of life to pass on to future generations."

Shareholder



Kancha Rattivanit
Senior Innovation Promotion
Manager Collaboration Coordination,
Domestic and International Affairs

"I would like to commend the company for promoting innovation, as innovation is a key element that will drive True Corporation to become a leading telecom tech company that advances and grows sustainably. The company has received the National Innovation Award, which is the highest honor in the Thai innovation industry, recognizing achievements in the economy, society and environment, as well as outstanding innovation organizations. This demonstrates the company's commitment to being an innovation-driven organization that benefits society and the nation sustainably, across the economy, society, and the environment."

Community and Society



Thongsuk Buapan
Chairperson of the Homestay
Huai Mak Kliang Community

"I would like the company to promote education and equal access to technology in remote and rural areas, as well as create job opportunities and develop local skills to enhance stable incomes. Additionally, I expect the company to introduce innovations that help improve daily life, such as high-speed internet and digital services, while considering the environment and reducing electronic waste. Moreover, I hope the company will provide channels to gather feedback from the community and encourage the use of applications to develop social media skills safely, as well as educate users about electromagnetic fields from signal towers to ensure accurate understanding."

ONE TEAM, LIVING RIGHT FOR A BRIGHTER FUTURE



Operating business responsibly, on the basis of good, transparent, and fair corporate governance, respecting human rights



LIVING RIGHT

Operating Business with a Sustainability Oriented Mindset

- Corporate Governance
- Risk, Business Continuity and Crisis Management
- Data Privacy
- Cybersecurity
- Digital Inclusion and Education
- Human Capital Development
- Human Rights Management

CORPORATE GOVERNANCE

2024 Target

100%

Employee understand and commit to Employee's Code of Conduct.

100%

Suppliers and business partners acknowledge and commit to True's Business Partner Code of Conduct.



2024 Performance

100%

Employee signed off and acknowledged the Employee's Code of Conduct.

100%

Suppliers and business partners were communicated and agreed to comply with True's Business Partner Code of Conduct.



Good corporate governance based on principles of ethics is one of the most high-level material issues from the perspective of both internal and external stakeholders. It acts as a business license and an essential tool to build trust among stakeholders, as well as impacting the organization's reputation and sustainability.

Management Approach

High ethical standards form the foundation of the company's business. These standards are applied to employees, business partners, and all stakeholders in every region and under all circumstances. The level of honesty and integrity within the organization is a clear indicator of success and guides the organization toward sustainable growth.

True's Code of Conduct and Anti-Corruption Policy

True adheres to its **Code of Conduct**, ensuring that employees perform their duties responsibly in alignment with the organization's policies, objectives, and requirements, as well as the applicable laws, regulations, and international standards. This includes policies on anti-bribery, business courtesy, management of business partners, conflict of interest, and other critical areas.

Additionally, the **Anti-Corruption Policy** requires employees to understand and undergo annual training, just like the Code of Conduct.

The Company upholds its value and maintains the highest standards of governance, never compromising corruption in any form. Consequently, employee performance evaluations and compensation are directly tied to adherence to the organization's governance principles.

Management Structure

The Company regularly reports on corporate governance matters to the relevant executive committees, both on a scheduled and ad-hoc basis as necessary, regarding the status and progress of implementing policies, procedures, programs, and significant issues. Reports are also made to the **Corporate Governance and Sustainability Committee**, and the **Audit Committee**, which oversee these matters regularly. Additionally, reports are submitted to the **Board of Directors**, the highest executive body.

Internal and External Audit Processes

The Company conducts regular and continuous internal and external audits to ensure that governance practices align with international principles and standards, such as the **COSO 2013 Integrated Internal Control Framework** and **IIA's Three Lines Model**. Audits are based on risk issues, strategy, and business operations of the organization, conducted with independence and fairness. Communication and progress reports are annually shared with the Audit Committee to reinforce transparency and accountability within the company.



Integrity Hotline

The Company strongly believes that the level of integrity within the organization is a clear indicator of success. Therefore, an Integrity Hotline has been established as a channel for reporting violations of corporate governance and company policies. This system helps to record, investigate, verify, and resolve governance violations in a systematic and secure manner. The hotline is available 24/7 through the website, making it convenient, easy, and safe.

Information from whistleblowers will be kept confidential to protect those who speak up in good faith. A swift and appropriate process will be followed to address the reported issues, with an external service provider certified to ISO 27001 standards in Europe.

Employees and the public can report incidents suspected to involve governance violations, such as embezzlement, theft, misconduct in office, conflicts of interest, document forgery, and more.

Complaints submitted through the Integrity Hotline will be handled thoroughly, with appropriate measures taken to address concerns. Retaliation against whistleblowers is strictly prohibited, and the Company will not tolerate any form of retaliation.



Whistleblowing Channel:
Please scan the QR code, or click
<https://truecorp.integrityline.com/>

Integrity Hotline



2024 Performance

Corporate Governance Practices for Employees

- 100% of True employees and its subsidiaries, including joint ventures, have communicated and agreed to comply with True's Code of Conduct.
- 100% of True employees and its subsidiaries have reported any conflicts of interest to the company, helping True identify and effectively manage situations that may affect business decision-making.
- The Company provides an annual mandatory online course on Code of Conduct and Anti-corruption Policy for the year 2024, along with an annual test to increase awareness and strengthen employees' knowledge of True's policies and practices. This continuous internal communication promotes a 'Speak Up' culture within the organization to become a trusted partner for customers, colleagues, business partners, and communities. Employees and external individuals are encouraged to report any potential violations of the Company's Code of Conduct via the Integrity Hotline.
- The Company has been certified as a member of the Thai Private Sector Collective Action against Corruption (CAC) for 2024 by the Thai Institute of Directors (Thai IOD) and the Thai Private Sector Collective Action against Corruption (CAC) in Q2 of 2024.



Raising Awareness on Ethical Data Practices

Measures for Employee Violations of the Code of Conduct

For the year 2024, there were 56 cases of employee violations of Code of Conduct (involving 106 employees). All cases have gone through an investigation process to identify the causes and have been approved by the **Disciplinary Action Committee (DAC)**. The DAC has determined the disciplinary measures and corrective actions, as shown in the table, and has also addressed risk management related to these issues, such as misconduct for personal gain, theft, and embezzlement of the employer's property. Additionally, lessons learned from these cases have been shared and discussed.

No. of Employee Breaching Code of Conduct in 2024	Disciplinary Action			
	Verbal Warning	Written Warning	Suspension	Dismissal
Conflict of Interest	0	9	0	32
Privacy	1	8	0	31
Financial Integrity & Fraud	0	2	0	8
Safeguarding of our assets	0	5	0	9
Occupational Workplace	0	1	0	0
Human Rights	0	0	0	0
Discrimination or Harassment	0	0	0	0
Anti-corruption & Bribery	0	0	0	0
Money laundering & Insider Trading	0	0	0	0

Business Partner Code of Conduct

In 2024, 100% of business partners, including suppliers, contractors, and collaborators, are expected to be informed of and comply with the company's standards for conducting business responsibly, as outlined in the Business Partner Code of Conduct.

Throughout 2024, the Company did not face any cases filed by government agencies related to bribery, corruption, monopolies, trade barriers, or violations of labor laws. As a result, no fines were incurred.

Anti-Corruption Initiative

True has been certified as a member of the **Thai Private Sector Collective Action against Corruption (CAC)** for the year 2024 by the Thai Institute of Directors (Thai IOD) and the Thai Private Sector Collective Action against Corruption (CAC). The certification is based on a rigorous 71-criteria assessment across 7 key areas, including: 1. Corruption Risk Assessment 2. Internal Control for Corruption Risks 3. Anti-Corruption Principle & Policy, including sponsorship and donations 4. Human Resources Management 5. Effective Communication 6. Raising Concerns and Seeking Guidance and 7. Review, Assess and Improve.

Organizations Supported by the Company in 2024

The Company supports various organizations, both public and civil society, to promote sustainable development and create a positive impact on society and the environment. For example, the company is a member of the **Thailand Carbon Neutral Network (TCNN)** since 2022 and plays a role in driving and supporting the achievement of carbon neutrality and net-zero greenhouse gas emissions at the organizational level by 2050. The company also supports Thailand's policies and global community goals under the Paris Agreement.

At the international level, the company participates in the **Climate Disclosure Project (CDP)**, an independent organization that sets the standards for disclosing carbon and climate change information critical to the world. The company has been responding to the CDP annual assessments since 2012.

True has Sponsorship, Donations and/or Other Social Contributions Procedure approved by CEO in place to ensure that all contributions by the Company are made with transparency and are consistent with the Code of Conduct, Anti-Corruption Policy, Business Partner Management Policy, and True Sustainability Goals, and that the risks emerging from these activities are mitigated. In 2024, True provided financial support to key organizations as shown in the table below, with no payments or support for political activities, organizations, or individuals in accordance with the company's corporate governance principles.

Supporting Trade Associations and Organizations Influencing Social Standard in 2024		Amount (MB)
	The Global Compact Network Thailand (a local network in the country) was established to support the private sector in conducting business activities that align with human rights principles and the United Nations Sustainable Development Goals. True's Role – As a founding member of the association, True supports the use of its comprehensive technology capabilities to drive climate change initiatives, create opportunities, and develop people, while also supporting the achievement of the United Nations Sustainable Development Goals.	0.73
	The Federation of Thai Industries (FTI) The Federation of Thai Industries (FTI), a non-profit organization, serves as the representative of entrepreneurs and the private sector, coordinating policies and actions between the private and public sectors to improve laws, regulations, and operational procedures. This leads to more effective policies and benefits the development of industries and the overall economy across all regions of the country. True's Role – As a member of the Federation of Thai Industries, True supports the enhancement of industries in the country, promoting SMEs, fostering trade partnerships, digital business collaboration, and climate action.	0.16
	Digital Economy and Society Development Council of Thailand This organization works with the private sector, government, and civil society to develop digital human resources to apply for sustainable national development. True's Role – As a member of the council, True supports the development of human resources, enabling everyone to upskill and reskill for the digital transformation era. True encourages employees to participate in training and attend seminars regularly to develop digital capabilities.	0.09

Last 4-year Financial Contribution (MB)	Year 2021	Year 2022	Year 2023	Year 2024
1. Lobbying, interest representation or similar	0	0	0	0
2. Local, regional, or national political campaigns / organizations / candidates	0	0	0	0
3. Trade associations or tax-exempt groups (e.g. think tanks)	1.23	2.17	1.27	0.98
4. Others (e.g. spending related to ballot measures)	0	0	0	0
TOTAL	1.23	2.17	1.27	0.98

Way Forward



In 2025, True continues its commitment to implement the Code of Conduct based on high standards of ethics, which are considered one of the most significant issues from both internal and external stakeholders' perspectives. This aims to enhance confidence in the organization and its credibility with external stakeholders, while also reducing the risk of improper business practices. The Company strives to drive operations in a transparent and socially responsible manner, promoting sustainable long-term growth. The goal is to ensure that all employees and business partners are aware of and agree to adhere to the Company's corporate governance principles.

RISK, BUSINESS CONTINUITY AND CRISIS MANAGEMENT

2024 Target



The Company has set organizational-level risk assessments and will report summary findings on organizational-level risks and risk management measures on a quarterly basis.

2024 Performance



Throughout 2024, a total of four enterprise risk assessments were conducted quarterly, as per the target.

To operate efficiently and grow sustainably, the Company must manage both internal risks, such as operational risks, regulatory compliance risks, and competition risks, as well as external risks, including economic, environmental, geopolitical, social, and technological risks. These risks have both positive and negative impacts on the organization and its stakeholders, as well as potential emerging risks.

Management Approach

Risk Management Policy and Business Continuity and Crisis Management Policy

The Company has established the Risk Management Policy and the Business Continuity and Crisis Management Policy, which all employees must be trained on and pass a test for annually.

Management Structure

The Risk, Cybersecurity, and Finance Committee oversees this area and reports to the **Board of Directors**. Additionally, the Company has structured its management in alignment with the Institute of Internal Auditors (IIA) Three Lines Model.

Risk Management Framework

The Company has adopted the **COSO 2017** Enterprise Risk Management – Integrating with Strategy and Performance (The Committee of Sponsoring Organizations of the Treadway Commission and the **ISO31000** – Risk Management (International Organization for Standardization) as a corporate framework for risk management. There are five steps in risk management, as illustrated in the infographic.



Employees can inquire, seek advice, and report risk issues to the Enterprise Risk Management unit via
E-mail: ERM@truecorp.co.th

Risk Management Framework



Enterprise Risk Management Process

The Company has established criteria for assessing risks by considering both the impact and the likelihood of occurrence. The severity level and frequency are outlined in the Enterprise Risk Matrix, which covers all types of risks, such as operational, financial, technological, marketing, customer, supplier, business partner, regulatory, legal, personnel, as well as key sustainability issues, particularly in the social and environmental dimensions, with a special focus on climate change. In addition, the sustainability material issues are regularly embedded into the organization's risk assessment.

The Company also conducts an external audit of its risk management processes every two years to obtain certification in accordance with ISO 31000 and COSO-ERM 2017 standards.

2024 Performance

The Company conducts quarterly organizational risk assessments, gathering information from various departments across the organization. Key risk issues and new critical risks for True are identified through this process.

Example of Top Risks

1 Risk from amalgamation and change in the regulatory compliance

Impact

Presently, the business operations of True Group are subject to regulations and oversight from various government agencies, such as the National Broadcasting and Telecommunications Commission (NBTC) and the Electronic Transactions Development Agency (ETDA), among others. These agencies establish regulatory rules in various areas and periodically review and update existing regulations regarding the oversight of businesses operated by the group. Additionally, each government agency may interpret laws differently, which could impact operations and expose the company to risks related to changes in government regulations. In addition, NBTC's regulatory policies directly affect the structure and competition in the telecommunications industry, which may result in the group bearing increased operating costs and facing heightened competition due to policy changes.

Measures

- Closely coordinate with government regulatory agencies to provide essential business information for consideration when establishing or reviewing regulatory rules.
- Fully cooperate with compliance requirements set by government agencies.

2 Risk of Personal Data Loss, Theft, Misappropriation, Distortion, or Misuse that Could Harm Property and the Safety of Individuals and Organizations

Impact

The Company is obligated to comply with the Personal Data Protection Act (PDPA) B.E. 2562 (2019), which has been fully effective since the end of 2022. True has over 54 million customers and users. If the Company fails to protect personal data adequately, it may result in damage to reputation, property, personal safety, organizational security, and legal liability. This risk could impact the Company's operations.

Measures

- Appoint a Data Protection Officer (DPO) for the company and its affiliates, and establish operational guidelines, along with providing advice on regulations and laws related to personal data protection.
- Coordinate and cooperate with regulatory agencies such as the NBTC and the Personal Data Protection Committee (PDPC) to enforce personal data protection measures across the organization, including the collection, use, and disclosure of data.
- Ensure that all service providers and related parties sign agreements regarding the use and processing of personal data.
- Maintain a culture of personal data protection by offering training courses at both intermediate and advanced levels for employees and management.
- Provide the "True CyberSafe" intelligent cybersecurity system to customers and consumers at no charge for True and dtac mobile customers and all TrueOnline internet customers. This system blocks or alerts users when accessing potentially harmful websites, either through SMS or browsers, and when accessing dangerous websites on web browsers.

Emerging Risks

Emerging Risk refers to risks that have not yet occurred but are assessed by the organization as having the potential to arise in the future and could significantly impact the business in the long term if not properly managed and prepared for. This includes risks from the increasing and diversifying threats of cyberattacks.

1 Risks of threats from Artificial Intelligence (AI)

Risk Category : Technological

Risk Factor : Lack of proper governance and user awareness

Artificial intelligence (AI) technology is advancing rapidly, particularly with the development of Generative AI and Agentic AI, which are being applied across various fields. These technologies drive innovation, enhance operational efficiency, reduce costs, and create new opportunities for businesses and society.

When implemented responsibly within a strong ethical framework, AI can generate widespread positive economic and social impacts. However, to maximize AI's potential while mitigating risks, its development and deployment must be approached with caution, ensuring responsible use and alignment with ethical principles.



→ Exploring the Potential Risks of AI Usage

Potential Impact

The telecommunications industry, as a critical infrastructure that supports connectivity and communication across all sectors of the economy, faces increasing risks from rapid growth and the rising demand for AI in daily life, particularly in cybersecurity. The threat of AI being used to detect vulnerabilities in network systems, allowing intrusions or causing system failures, as well as the creation of fake data using AI - such as counterfeit messages or voices - can be used to deceive customers or employees into revealing personal information. This can lead to attacks in the form of Social Engineering and Cyber Espionage, as well as unauthorized access to an organization's sensitive data.

Furthermore, the use of AI in elevating personalized experiences may carry risks from improper algorithm configurations or biased data processing (AI bias), leading to unfair or inaccurate outcomes. The consequences of these risks not only affect the Company's revenue but also damage customer and partner trust, as well as the Company's reputation as a secure and reliable service provider.

Mitigation Actions

True has established a Responsible AI (RAI) Framework based on five fundamental principles:

1. Vision, Values, and Strategic Objectives – Aligning AI initiatives with the organization's mission and long-term goals.
2. Operational Model and AI Governance – Ensuring AI governance is integrated into all business operations.
3. Technical Compliance and Regulatory Requirements – Implementing AI controls that adhere to legal and regulatory standards.
4. Collaboration with Third-Party Ecosystems – Engaging with external partners to ensure responsible AI adoption.
5. Change Management and Communication Strategies – Facilitating smooth AI integration while maintaining transparency.



→ Business Network Intelligence Center (BNIC)

In addition to these governance pillars, True incorporates key ethical factors into its AI strategy, including human oversight, fairness, privacy, security, accountability, and environmental impact assessments.

The Company utilizes AI technology for anomaly detection and respond to cyberattacks in real time, protecting possible vulnerabilities in network systems and minimizing potential damage. True has implemented data encryption and multi-factor authentication (MFA) to protect customer information, along with awareness programs on AI-based cyber threats such as phishing and deepfakes to reduce the risk of becoming a target. The Company continuously reviews and improves the AI algorithms used to analyze customer data to ensure accuracy and privacy, while maintaining the ability to meet customer needs with high-quality service.

The Company has built upon its "AI Charter" initiative by adopting the Responsible AI (RAI) Maturity Roadmap from the GSM Association (GSMA) to guide its operations as an organization.

2 Risk from Resource Rivalries (required by telecommunication network equipment)

Risk Category : Technological

Risk Factor : Limited Natural Resources in Value Chain

The shortage of certain metals used in the electronics industry is increasing due to the rising demand driven by the rapid expansion of technology and digitalization, coupled with the limited availability of resources and the ability to recover and recycle. Metals are widely used in various industries in large quantities, and their usage continues to increase as the world transitions to the development of technology and clean energy, which require electrical appliances, power grids, data storage systems, and data centers. This growing demand has led to the classification of metals as critical raw materials, which are likely to face supply and demand imbalances. These metals are essential raw materials for producing electronic components that the telecommunications sector relies on to develop and operate networks. Scarcity and competition for these metals can impact availability and cost of such components. Since True's operations rely on these components, this risk poses significant challenge for True and supply chain to ensure business continuity, maintain our competitive edge, and provide reliable telecommunication services.

Potential Impact

Resource constraints create supply-demand imbalances, potentially disrupting the supply chain of vital IT and other electronics components. The telecommunications industry heavily relies on metals such as copper, aluminum, and rare earth elements for utilization of essential equipment like cables, antennas, and electronic components. As the supply of these critical materials becomes increasingly constrained, companies that depend on those components will face significant challenges in maintaining infrastructure and expanding services. The increasing demand and unpredictable nature of resource availability could result in resource crises, straining supply chains, disrupting network operation, sparking geopolitical tensions, and triggering conflicts and trade disputes. This could increase the cost of network equipment supplied to True, driving up costs and consequently higher prices for consumers and businesses that depend on telecommunication services.

Mitigation Action

Risk Assessment and Contingency Planning :

- Conduct regular risk assessments to identify potential threats related to resource scarcity and rivalries and develop contingency plans to mitigate disruptions.
- Diversify Resource Sourcing: reduce reliance on a single region or supplier and build adaptable supply chains to navigate resource challenges

Collaboration and Partnerships :

- Engage with suppliers to implement measures to optimize resource use and explore opportunities to recycle or reuse resources within the production process to extend their lifespan and reduce the need for new resources.
- Collaborate with partners in research and development to find alternative materials or technologies that are less resource-intensive or more readily available.
- Engage with other companies, industry associations, and government agencies to share best practices, pool resources, and develop collective solutions to scarcity challenges.

Development of Key Risk Indicators (KRI)

Key Risk Indicators (KRI) are tools used by the Company to assess activities that may lead to increased risks within the organization. KRIs can vary depending on the identified causes of risk and the results from assessments indicating whether the risk is likely to increase or decrease. These KRIs serve as early warning signals, helping to monitor causes and resolve issues before they result in significant impacts. KRIs are used to measure risks quantitatively and support internal control activities, reflecting the relationship between risk management across various aspects of the organization.

The Company has adopted the KRI development principles to design, develop, and continuously improve them in collaboration with risk owners. Performance is regularly reviewed, and KRIs are closely monitored and tracked.

Additionally, strategies and measures for risk management are periodically reassessed to ensure they remain timely and effective in mitigating potential impacts and opportunities. Results are presented in various formats, such as line charts or dashboard tables. Examples of KRIs developed by the company include those related to personal data protection (PDPA) and cyberattacks.

Business Continuity Management (BCM)

Business Continuity Management (BCM) aims to define a holistic management process to ensure the company can continue delivering essential services and business activities without disruption, while also being able to recover quickly from any impactful events. In 2024, the Company expanded the scope of its BCM to cover all business units, including all Chief Officers, to ensure this issue is thoroughly assessed and recognized across the organization.

BCM works with relevant teams to ensure that preparedness and business continuity plans are regularly tested and that the company is ready to recover from emergencies. BCM also collaborates across business units during crises, such as floods, to minimize impacts on business operations, customers, and partners. At the same time, it coordinates with management to ensure the organization can recover and resume delivering essential activities swiftly during such crises.

Creating a Risk Culture within the Organization

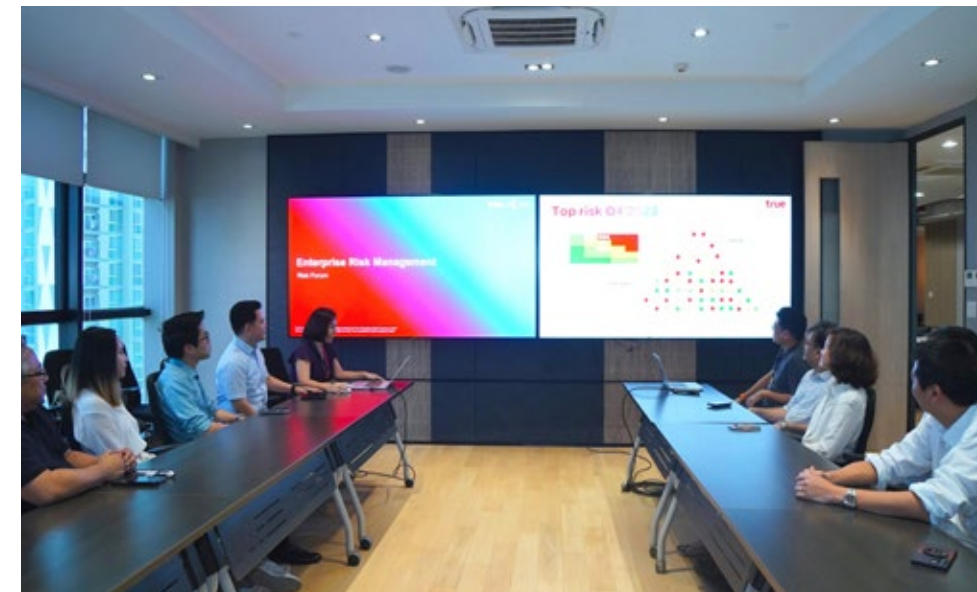
Effective enterprise risk management is a key standard for business management and is considered a responsibility at all levels within True Group (Board of Directors, senior executives, and all employees).

Board of Directors

The Board of Directors regularly receives training on risk management and is regularly updated on risk management performance, business continuity, and crisis conditions by the Risk Management, Cybersecurity, and Financial Committees.

Executives and All Employees

- **“Risk Management and Business Continuity Management Program 2024”** - Executives and all employees undergo training in this mandatory program, which is designed to enhance knowledge and raise awareness of risk management practices in their daily work. The goal is to instill risk management as part of the employees’ DNA, fostering a corporate culture where risk is everyone’s responsibility.
- **Risk Coordinators** - Employees from all departments are appointed as Risk Coordinators to communicate and help others understand risk management within their teams. There are regular quarterly meetings to exchange experience and knowledge on risk management from different departments.
- **ISO 22301 Refreshment Training Program** - Employees of True Group and representatives from key partner companies are trained in ISO 22301 to review the standards for business continuity management.



→ Risk Coordinators Quarterly Meeting

Way Forward



The Company will study and develop tools for managing risk, including the processes of risk identification, assessment, management, and reporting, in the form of an electronic database for ease of data recording, analysis, reporting, and monitoring risk management. This initiative aligns with the organization’s strategic approach toward becoming a Digital Tech Company.

CYBER SECURITY

2024 Target

100%

Prevention of data leaks



2024 Performance

100%

Prevention of data leaks, as targeted



Cybersecurity and data protection are critical concerns globally, particularly in the telecommunications industry, which faces over 6 billion cyberattacks annually. Additionally, the average cost of a personal data breach is approximately \$4.2 million USD (around 138 million THB) per incident, reflecting the severe financial impact of such breaches

Management Approach

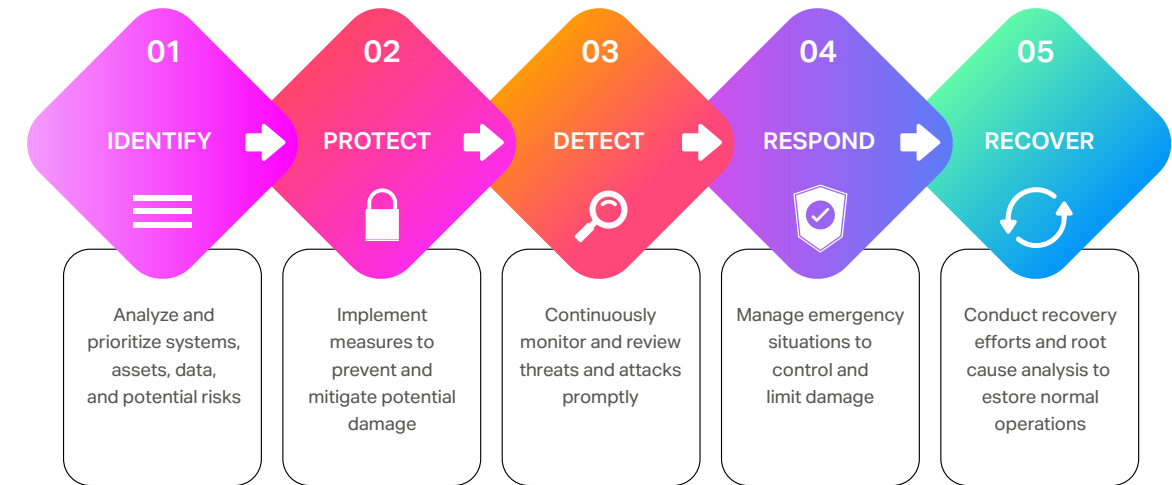
High ethical standards form the foundation of the Company's business practices, applied to employees, business partners, and stakeholders across all regions and situations. Organizational integrity is seen as a key indicator of success and sustainable growth.

Management Structure

The IT & Security Division and the Business Security Department both report to Chief Technology and Information Security Officer. These units are responsible for overseeing data and cybersecurity operations and report their performance to various committees, including the **Risk, Cybersecurity and Finance Committee**, as well as the company's **Board of Directors**.

Cybersecurity Management Process

The management process aligns with the National Institute of Standards and Technology (NIST) Framework, which consists of five key steps:



Chief Technology and Information Security Officer (CTISO) Appointment

The CTISO has the following duties and responsibilities:

- Establish procedures for controlling and auditing third parties and external agencies authorized to access the company's data and assets, ensuring strict adherence to this policy.
- Regularly review the company's policies and practices related to information and cybersecurity, assess risks, and ensure that high-risk issues are recorded in the company's risk register.

Additionally, the **Head of Security** was appointed with the primary responsibility of ensuring that data and asset security operations align with company policies and providing performance progress updates, including reports on any policy violation incidents.

2024 Performance

ISO 27001: 2022 Standard Certification

True has established comprehensive cybersecurity and data protection processes, dividing its operations into key areas based on importance. In 2024, the Company upgraded its ISO 27001 standards from the 2013 version to the 2022 version, achieving 100% compliance across all operations.

Data Classification & User Access Review

- **Annually** - The company annually classifies all data according to importance and regulates requests for use and disclosure.

Data Loss Prevention (DLP)

- **100%** - Development and complete installation of data leak prevention systems are carried out according to the annual plan.

Disaster Recovery Plan (DRP)

- **Semi-Annually** - DRP/Incident Response plans are prepared semi-annually for systems with high availability.

Penetration & Vulnerable Scan Test

- **Annually** - Vulnerability testing is conducted regularly every year to ensure readiness for systems handling personal data on over 2,000 servers in 2024.

Risk Assessment / External Audit & Verification

- **Annually** - Risk assessment of systems containing personal data from cyber and IT threats is conducted annually by both internal and external assessors.

Employee Training and Awareness Cyber Security

- **100%** - of employees participated in training sessions, where the Company provided courses to enhance knowledge and awareness among employees, both online and on-site.



→ Cybersecurity Training Class

In addition, the company offers the following services for corporate customers of all business sizes:

- **Security Operations Center (SOC)** – Providing services that go beyond traditional solutions by utilizing AI and Machine Learning technologies to automatically manage threats, analyze data, detect threats, and efficiently resolve issues. ISO/IEC 27001 international standard certified, ensuring continuous 24/7 business security monitoring.
- **Managed Security Services** – Offering managed cybersecurity systems management services tailored to organizations of all sizes, staffed with expert personnel holding globally recognized certifications such as CISSP, CISM, GIAC, and OSCP. These services help businesses reduce unforeseen investments and uncontrollable expenses in security systems.
- **Offensive Cybersecurity** - Providing system penetration testing and vulnerability assessments to identify access points, simulate attack scenarios, discover system vulnerabilities, predict attacks, conduct abnormal analysis, and provide real-time problem notifications with immediate responses to halt ongoing attacks.
- **PDPA and Data Protection** - Offering consultation services for personal data protection under PDPA, covering process design, data storage, usage, and audit services

The number of data leaks, losses, destructions, or thefts (cases)	0
Revenue lost from data leaks, losses, destructions, or thefts (Thai Baht)	0
The number of customers affected by incidents of data leaks, losses, destruction, or thefts. (people)	0
The number of abnormal incidents that occurred and were prevented (times)	15,119

True CyberSafe

True prioritizes cybersecurity and recognizes the urgency of addressing threats such as malicious links/URLs accessed via SMS or web browsers by mobile customers.

In 2024, True developed **True CyberSafe**, an intelligent cybersecurity system powered by advanced AI technology to detect and prevent access to harmful links in SMS and unsafe websites.

True CyberSafe can automatically block or alert users if they attempt to access risky websites. Currently, it can protect against over 124,000 malicious links. This service operates automatically without requiring registration or subscription, and there are no additional fees.

Way Forward



By using AI to analyze the behavior of scammers.

1. The Company will collaborate with government agencies and private sector partners to develop AI systems and continuously update the database to expand the list of malicious links for broader coverage.
2. True CyberSafe will protect against fraudulent links, and by 2025, additional protection services will include:
 - **SMS AI Filter** : Filters and alerts users about potentially fraudulent SMS messages
 - **Call AI Filter** : Filters and alerts users about potentially fraudulent incoming calls by using AI to analyze the behavior of scammers.

DATA PRIVACY

2024 Target

100%

Compliance with PDPA



2024 Performance

100%

Compliance with PDPA, as targeted



Personal data protection is a critical issue across all industries, with network and communication technology providers playing a key role in preventing and safeguarding users from rights violations and online threats.

As a result, True must implement stringent personal data protection measures, including establishing control systems, conducting audits, and continuously improving management practices to maintain high standards. Additionally, True focuses on enhancing the capabilities of its internal personnel, business partners, and vendors while providing ongoing education to users and consumers. These efforts aim to create a secure digital ecosystem for everyone and mitigate risks related to legal compliance, financial stability, and the company's reputation.

Management Approach

True prioritizes personal data security in compliance with the Personal Data Protection Act 2019 (PDPA) and international standards, such as the ISO 27001 Information Security Management System standard, covering all business groups including TrueMoveH, True Online, TrueVisions, and True Digital Group.

Management Structure

The Company has established a Data Protection Division specifically to manage personal data protection. Its primary responsibility is to oversee personal data protection processes in compliance with the company's policies and the Personal Data Protection Act (PDPA). This division operates under the Chief Corporate Affairs Officer and reports its progress and operational results to the **Corporate Governance and Sustainability Committee**, as well as the **Board of Directors**.

Data Protection Policy

True has developed a Personal Data Protection Policy that aligns with the Personal Data Protection Act 2019 (PDPA) and considers the guidelines of the European Union's General Data Protection Regulation (GDPR), a globally recognized standard.

This policy is strictly enforced both internally and externally, covering subsidiaries, business partners, suppliers, and those authorized to act on behalf of the Company. A key aspect of the policy is the clear definition of the company's role as a 'Data Controller,' responsible for determining the purposes and methods of personal data processing in its business operations. It also includes implementing measures to ensure effective and appropriate governance in compliance with personal data protection principles under PDPA.

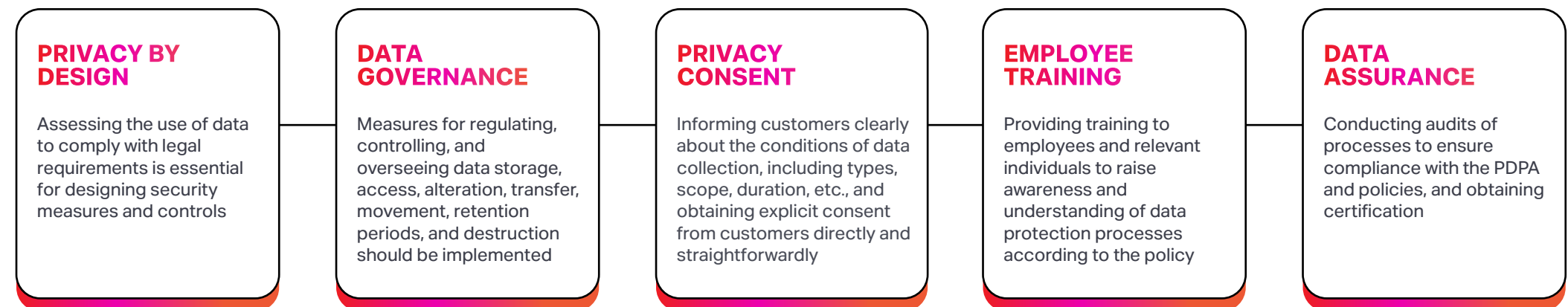
Additionally, any processing of customer personal data for purposes beyond telecommunications services requires explicit consent from the customers.

The Company has appointed a 'Data Protection Officer' (DPO) whose primary responsibilities include advising management, employees, and relevant parties on risks and best practices regarding personal data processing, reporting non-compliance or policy violations to management, and independently overseeing all activities involving personal data usage within the organization without interference.



PERSONAL DATA PROTECTION POLICY

Data Privacy Management



Complaint Handling Process, Management, Remediation, And Penalties

True has established channels for employees, customers, suppliers, and the general public to report or file complaints regarding situations that may deviate from or violate the Company's data security and personal data protection policies and practices. The process includes investigation, remediation, and disciplinary action in accordance with the Company's Code of Conduct.

The Ethics & Compliance division oversees these matters. In cases of personal data breaches, the company implements effective legal remedies in compliance with the PDPA. If violations of the policy are found, legal penalties will be considered. Additionally, if company employees violate the policies and practices, they will face disciplinary actions in line with the Code of Conduct and may also be subject to legal penalties as stipulated by law.

Complaint Channels:



<https://truecorp.integrityline.com>



DataPrivacy@truecorp.co.th / Cybersoc@truecorp.co.th

True Call Center 1242 / dtac Call Center 1678

True Shop All branches

2024 Performance

Communication and Training

In 2024, True communicated its Personal Data Protection Policy to all employees, ensuring that every employee acknowledged and signed the policy. Additionally, the company provided the 'Personal Data Privacy 120' online training course to educate employees on the processes and responsibilities involved in protecting personal data. The training achieved a participation rate of 93.42% among employees.

Handling Authority Requests for Data Disclosure

The Company has developed an Authority Request Management Process to manage requests from government agencies and other authorized entities. This process involves a committee comprising representatives from various departments, such as legal, public relations, and data security.

When receiving requests to disclose personal data of customers or users, including requests related to accessing personal data, the committee evaluates and deliberates on the requests. Key evaluation criteria include:

- **Transparency** - Assessing whether the request is made by a lawful authority and comply with the consent provided by the customers.
- **Necessity** - Evaluating the urgency and necessity of the data request, ensuring it aligns with problem-solving guidelines.
- **Proportionality** - Determining whether the requested data volume is appropriate for the intended purpose.
- **Human Rights** - Ensuring compliance with human rights principles and assessing whether any misuse of data requires remedial actions and processes.

The total number of datasets mandated for disclosure	80,286 datasets
The number of datasets made public as mandated by government agencies.	75,366 datasets
Proportion of disclosures mandated by government agencies	93,87%

Request to Use, Edit, Delete, or Transfer Personal Data

As data owners, customers have rights regarding personal data under the PDPA, they can exercise these rights at any True Shop branch or by calling 1242.

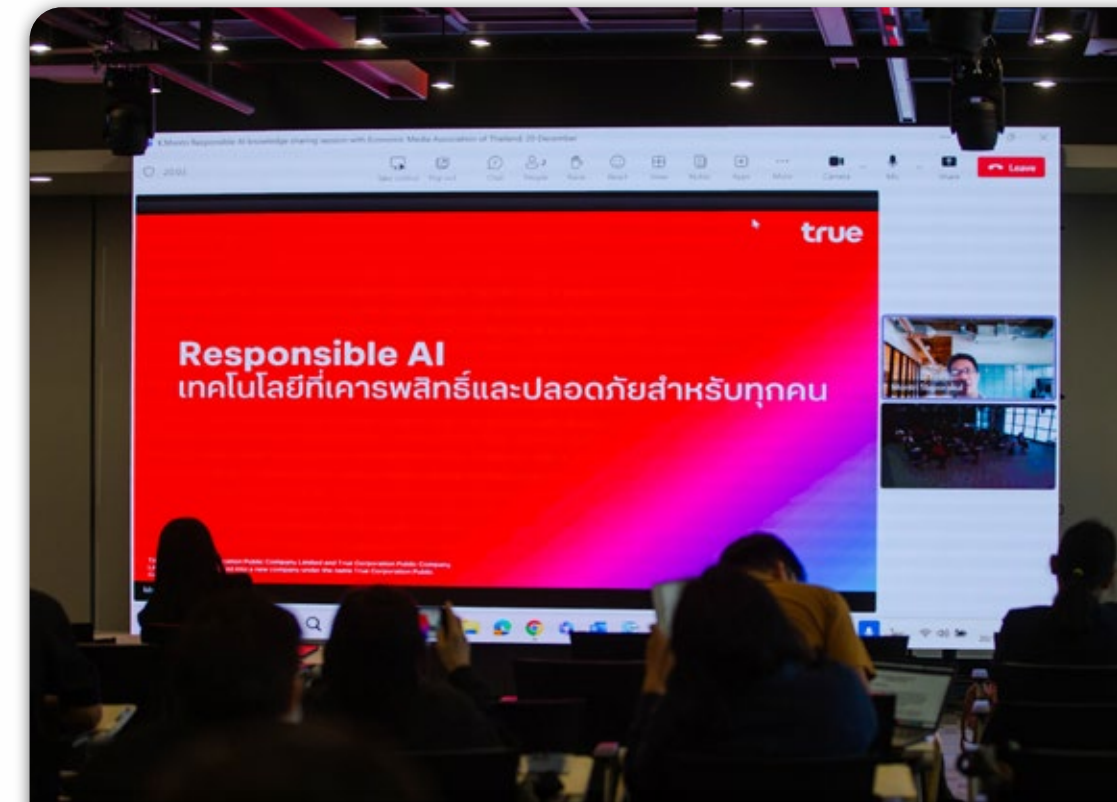
In 2024, the Company fulfilled 100% of customer requests to use, modify, delete, or transfer their personal data. Additionally, it processed 3,451 customer requests for call detail records (CDRs). Additionally, 70% of customer personal data is used for secondary purposes in accordance with the company's policy, with prior consent obtained from the customers.

Handling Complaint from Customers and External Parties

Number of complaints from customers/external entities regarding privacy violations where customers directly filed complaints with the Company (cases)	138 cases
Number of complaints regarding personal data breaches filed by customers to the Office of the Personal Data Protection Committee (PDPC)	5 cases

Furthermore, True is one of the leading telecommunications companies in Thailand that has collaborated with GSMA, a non-profit industry organization representing the interests of mobile network operators worldwide, with over 750 members.

True participates in the 'GSMA Responsible AI Maturity Roadmap' project, a tool designed to help organizations systematically assess and improve their ethical AI practices. This initiative emphasizes the protection of users' personal data, fostering greater trust in service usage.



Way Forward



True has advanced its efforts by designing the True Ethical AI Charter to ensure that the use of AI in telecommunications, which involves vast amounts of customers' personal data, is conducted ethically and with respect for such data.

The Company has also developed procedures and processes to evaluate the use of AI in personal data processing, ensuring its effective implementation while adhering to the principles outlined in the AI Charter.

DIGITAL INCLUSION AND EDUCATION

2024 Target

25 Million Users

gain access to learning resources and information

5 Million Users

Thais participate educational projects and develop lifelong learning skills



2024 Performance

26.22 Million Users

gained access to learning resources and information (cumulative)

5.95 Million Users

participated in educational projects and developed lifelong learning skills



Thailand is facing educational challenges, especially in terms of equitable access to digital tools. Although telecommunications networks cover the entire country, some areas still have limited access to learning resources, resulting in a lack of educational opportunities.

In addition, the cost of internet services and devices such as computers or tablets remains high, creating barriers for students from low-income families. Many students and teachers also lack digital technology skills, preventing them from fully utilizing learning tools.

Therefore, improving the quality of education requires collaboration from all sectors, including the government, educational institutions, and partners, to create a comprehensive and sustainable Thai education ecosystem that ensures accessibility and prepares Thai people to face future challenges.

Management Approach

The Company manages initiatives to promote access to technology for education in line with sustainability development policies and aligned with the its strategy.

Additionally, the Company supports the quality of educational personnel and the development of teaching equipment to create a modern and high-quality learning environment. This is to ensure that students receive the most advanced and high-quality educational experiences.

Management Structure

True has a **Corporate Governance and Sustainability Committee** responsible for supporting the operations of the education and academic departments, as well as reporting performance results to the **Board of Directors**. The committee supports the education of Thai youth by leveraging True's expertise in technology and innovation as a driving force, increasing opportunities for children and young people to access valuable learning resources and use them correctly and safely.

Education Enhancement Strategy

TRANSPARENCY

MARKET MECHANISMS

HIGH QUALITY PRINCIPALS & TEACHERS

CHILD CENTRIC & CURRICULUM

DIGITAL INFRASTRUCTURE



2024 Performance

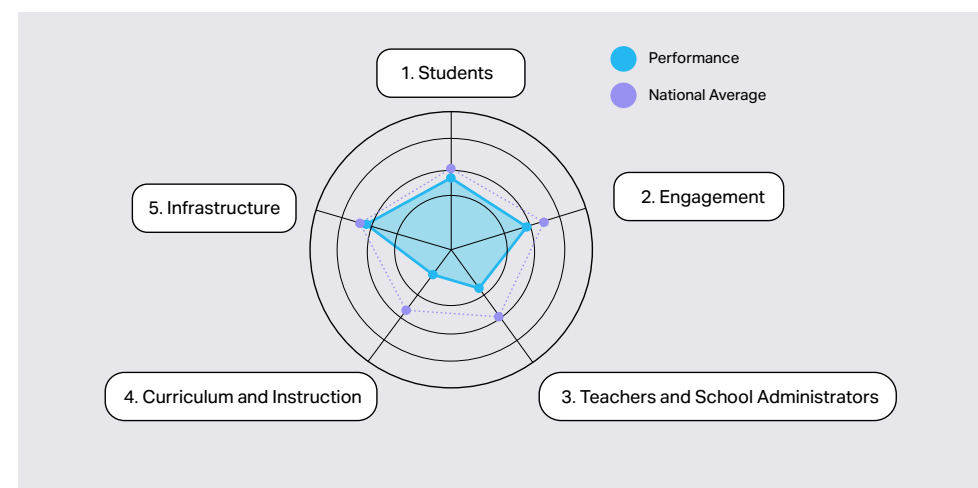
True is one of the 12 founding private organizations of the **CONNEXED Foundation**, a collaboration between the government, civil society, and the private sector to elevate the quality of basic education in Thailand to international standards. Currently, 55 private organizations support this project, with the main goal of providing equal and quality educational opportunities for every child and striving to develop and enhance the quality of education in Thailand.

1 TRANSPARENCY

The development of a transparent management system through the digital platform **School Management System (SMS)** on the website connexed.org is designed to store and collect data from schools under OBEC nationwide, helping schools plan development based on their context.

The system manages data such as School Info, school KPIs, School Grading, School Plan, and quality assessment results in the form of a Report Card.

This data is publicly available to allow all sectors to access, analyze, and evaluate school performance transparently. The disclosure of this information helps build trust and promotes community and private sector involvement in school development. Currently, 6,949 schools are in the system.



→ Dashboard Displaying Educational Institution Data in the School Management System

2 MARKET MECHANISMS

The development of new leaders and fostering public-mindedness among employees is achieved through the **"School Partner"** program in the Sustainable Education Leadership initiative. Employees from various organizations volunteer to work with school directors and communities to create school development plans. In 2024, over 250 True employees are participating as school partners, with a total of over 860 True employees volunteering out of 1,900 volunteers from all organizations.



→ Organizing Workshop Activities for School Partners

CONNEXED CROWDFUNDING

True developed the online donation platform, connexed.org, under the CONNEXT ED Foundation to raise funds for schools in need. Each school presents its project for development, such as acquiring teaching tools like laptops, improving teacher training, promoting vocational skills, and renovating school facilities. Donors can choose to support the school projects they are interested in and specify the donation amount.

The donated funds are sent directly to the school accounts, and the progress of the projects can be transparently monitored through the website. In 2024, the platform facilitated the donation of 8,697 computers and educational technology devices, totaling 135.33 million baht.

3 HIGH QUALITY PRINCIPALS & TEACHERS

The development of educational personnel includes training school administrators and teachers to apply new ideas in the classroom. The program offers online teacher training through an E-learning Platform and creates a Coaching & Mentoring network to facilitate knowledge exchange and effective teaching methods. Additionally, teachers are supported with continuous professional development grants to align their skills with labor market needs. In 2024, over 82,000 educational personnel received training.

Additionally, **ICT Talent training** is provided to help school administrators, teachers, and communities use ICT tools effectively for learning management and equipment maintenance. In 2024, there are 80 private-sector ICT Talent members and 2,400 public-sector ICT Talent members, helping teachers use technology in teaching 90% of the time, with 80% confidence in using it.



→ The Operations of ICT Talent

4 CHILD CENTRIC & CURRICULUM

True has established Learning Centers, community hubs that support the development of lifelong learning skills for children. These centers integrate ICT technology and digital media into teaching, with teachers acting as facilitators focused on child-centered learning processes. In 2024, True established 20 Learning Centers and developed curricula, child-centric processes, and extracurricular activities in collaboration with the Faculty of Education at Chulalongkorn University. This initiative has led to impactful outcomes, including:

- Promoting the policy of establishing Learning Centers in 245 educational zones and expanding to all quality schools.
- 82% of students who underwent the child-centric learning process in Learning Centers improved their critical thinking skills, while 73% gained life and career skills.

Additionally, teaching materials are available on the Knowledge-based Learning system on CONNEXTED.ORG, providing easy access to knowledge resources for both teachers and students, fostering systematic knowledge exchange.



→ Learning Center

5 DIGITAL INFRASTRUCTURE

True launched the **“Notebook for Education”** project to provide laptops and promote digital literacy skills, ensuring equal access to technology for children across all regions. The project is funded through donations, including second-hand laptops and gadgets from the Company and its private sector partners. These devices, totaling 46,536 units, are distributed to underprivileged schools nationwide.

True Plookpanya Project

True Plookpanya TV station

The Company offers educational programs, infotainment shows, and programs promoting morality and ethics, broadcast on TrueVisions 37 and HD 111, available as free-to-air nationwide. In 2024, the programs reached over 4 million viewers and accumulated over 63 million views, ranking number 1 in the knowledge and documentary category.

True Plookpanya Website

True Plookpanya website is Thailand's No. 1 educational website (by UIP) for six consecutive years. It boasts the largest collection of exam resources, featuring over 89,000 exercises and tests covering all grade levels and subjects. The site includes complete curriculum content across eight core subject groups, along with more than 20,000 tutorial videos. Additionally, it offers online knowledge to the general public, promoting skill development and lifelong learning, with over 35,000 pieces of content in categories such as finance, health, business, languages, environment, technology, and self-improvement. In 2024, the platform had over 26.6 million active users, including more than 10 million UIPs. Statistics from truehits.net.

True Plookpanya Application

The Company gathers knowledge from True Plookpanya, including content from the True Plookpanya website, Plook magazine, and the True Plookpanya channel, and offers it all free of charge. These services are accessible via the TrueMove H network through a mobile application tailored to various target groups. This provides opportunities for children, youth at the primary, secondary, and university levels, as well as teachers, parents, and the general public to access content that meets their needs and is reliable, coming from True Plookpanya's trusted knowledge sources. In 2024, the application reached over 860,000 downloads



→ The True Plookpanya Project Supports Thai Education



→ The True Plookpanya APP: A Hub of Knowledge and Exam Examples

The 10th True Little Monk Program

True supports education and ethics for youth and families based on Buddhist principles, enabling young people to learn and practice moral teachings for personal development. The live broadcast of the ordination process lasted for 4 weeks on TrueVisions, Reality Channel, and Reality HD, as well as online at www.truelittlemonk.com, reaching 190 countries worldwide and on the TrueID app. In 2024, there were over 6,000 applicants, with more than 6.9 million viewers, and it ranked #1 on TrueID during the live broadcast from April to May.

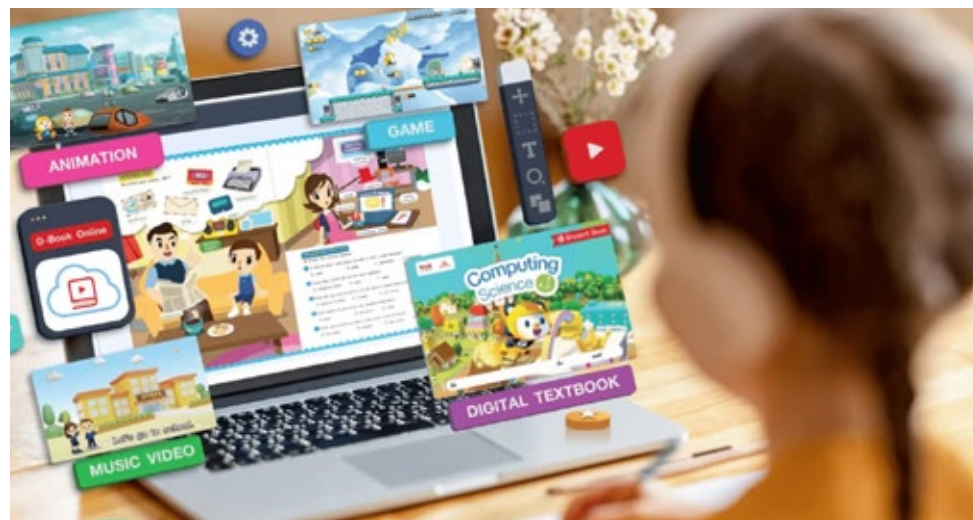


→ The 10th True Little Monk Program

True Click Life Project

True Click Life Project focuses on developing an innovative curriculum centered around child-focused learning. This approach helps each child enhance their unique skills through hands-on activities, critical thinking, and creativity, making learning enjoyable and effective. The program, which covers kindergarten to high school in private schools, integrates technology to create engaging learning materials under the concepts of Creative Learning Innovation and Child-Centered Learning, ensuring students can learn effectively, easily understand, and be inspired.

In addition, students gain skills relevant to future careers, covering fields such as technology, computer science, English, Chinese, robotics, and music, with an emphasis on practical understanding and application. In 2024, the curriculum development project generated 90 million baht in revenue.



→ True Click Life Project



→ The Technology and Robotics Curriculum of the True Click Life Project.

True Digital Academy

True Digital Academy upskills and reskills Thai people to enhance work potential and adapt to labor market changes. Its key mission is to promote and develop skills in individuals and organizations in Thailand, ensuring they are aligned with current and future needs, enabling them to compete in international business and industry. This is done in collaboration with the global partner, General Assembly, to build digital knowledge for personnel in Thailand, preparing them for the digital transformation of organizations.

In 2024, True developed the capabilities of its personnel through 28 courses, both online and classroom-based, such as Digital Foundations, Data Champion, Digital Marketing, and Product Management. A total of 21,878 learners from 170 cohorts completed the courses, with a high Net Promoter Score (NPS) of 82%.



→ Graduates of True Digital Academy

Academy for Women Entrepreneur

Empowering Thai female entrepreneurs towards success.

Currently, female entrepreneurs and individuals with a female gender identity play a significant role in driving the global economy and society. However, they still face challenges in areas such as access to funding, opportunities for network development, and business management skills. True, in collaboration with the U.S. Embassy and the Y.I.Y Foundation in Bangkok, has launched the Academy for Women Entrepreneurs (AWE) project with the goal of helping female entrepreneurs gain the knowledge and skills necessary to run their businesses through modern training and a network of experts from various sectors. The program consists of three main courses:

1. Business Planning & Strategy – Learn how to create effective business plans, set strategic goals, and grow a sustainable business.
2. AI for Entrepreneurs – Use artificial intelligence (AI) tools to develop your business, such as data analysis, business trend forecasting, and automated marketing.
3. Storytelling & Branding – Learn how to craft and present your brand's story to enhance its appeal and build credibility.

By 2024, over 193 entrepreneurs have participated in the program.



→ Participants of the Academy for Women Entrepreneurs Program



Way Forward



True is committed to continuously enhancing Thai education by expanding Learning Centers across the country. These centers aim to be modern hubs for lifelong learning, catering to students, teachers, and communities. The initiative will help reduce educational inequality, offering students from all regions access to high-quality resources and essential skills for the digital age. This aligns with the concept of Sustainable Intelligence (SI), fostering a sustainable learning society.

HUMAN CAPITAL DEVELOPMENT

2024 Target



80%

of employees receive basic digital training

50%

of employees receive intermediate digital training

2024 Performance



88%

of employees received basic digital training

54%

of employees received intermediate digital training

The World Economic Forum report indicates that 39% of current job skills will be replaced by artificial intelligence (AI) within the next five years, while 61% of the workforce will need training to develop digital skills. Therefore, organizations must focus on building AI expertise in-house and retaining employees to prevent a future talent war, in order to tackle challenges and ensure continued business growth.

Moreover, managing employees in the digital era requires adapting to flexible working arrangements (Hybrid Working) and addressing employee mental health in a changing environment. These factors must be systematically managed to ensure sustainable company growth.

Management Approach

The Company manages human resource development in line with its **Employment and Labor Management Policy** recognizing that employees are valuable assets and the key drivers of organizational success and sustainable growth.

The Chief Human Resources Officer manages human resources in alignment with the relevant policies and regularly reports performance to the **Executive Committee and the Board of Directors**.

To foster a strong organizational culture, the Company has defined four core values: Compassion, Credibility, Co-Creation, Courage

Human Resource Management Framework

The Company has a strategy for employee care based on the Employee Journey or the HR6 CYCLE Framework to create a Center of Growth and Care.



2024 Performance

1 Personnel Recruitment

True emphasizes the recruitment, selection, and development of talented personnel to support the organization's growth. The company leverages efficient technology in recruitment to access potential candidates both domestically and internationally. Platforms like True Careers, LinkedIn, and JobsDB are used to ensure equal access to candidates.

Additionally, True focuses on developing and nurturing new talent through collaborations with educational institutions. The Internship Program provides students with hands-on learning and skill development in the telecommunications and technology industries. High-performing interns will have the opportunity to interview for full-time positions with True in the True Next Gen employee management program upon graduation. In 2024, more than 52 students participated in the internship program.

True also partners with allies to organize the Job Connect 2024 job fair, now in its third year, under the theme "Connecting All Possibilities." The fair featured over 1,000 job openings in various fields such as technology and engineering, with over 3,300 participants and more than 1,000 job applications submitted.

The True Next Gen

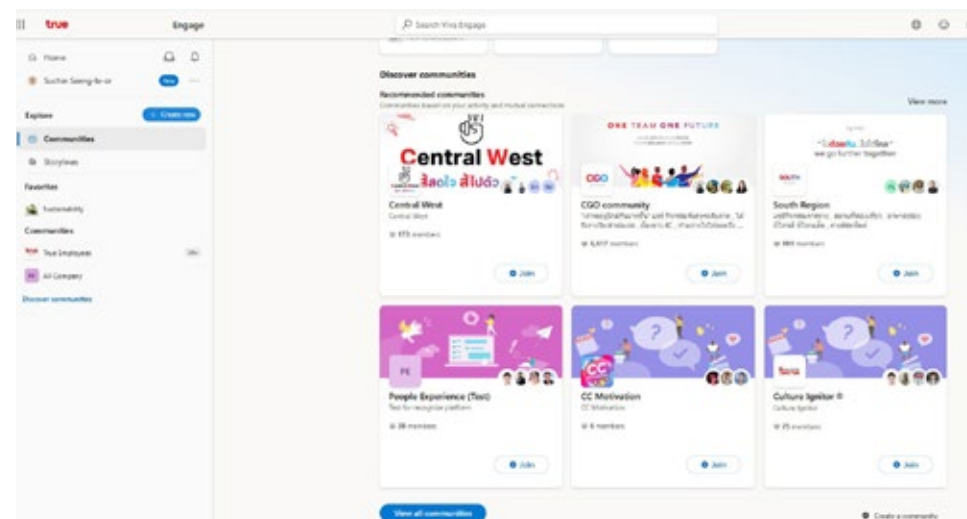
The True Next Gen program is designed to develop new leaders and prepare them for the transformation of the organization into a leading Telecom-Tech Company in the region. The program recruits recent graduates or entry-level professionals for two main tracks: Tech Talent and Business Talent. The program lasts for 18 months, and participants have the opportunity to rotate through different business units of True, work closely with senior executives, and receive training from experts in various fields. In 2024, over 50 individuals successfully completed the training.

2 Human Resource Development

True offers comprehensive employee development programs that cover full-time, contractual, and part-time employees. Our methods include on-the-job learning and expert direction from executives and supervisors. To encourage cross-functional collaboration among employees, True utilizes Microsoft Viva. This platform helps build a community where employees can connect, communicate, share knowledge, and build relationships with colleagues and executives, fostering continuous learning throughout the organization.

The average training hours per employee is 54 hours, with an average training cost of 13,602 THB per person per year.

These initiatives have led to significant business impacts, resulting in revenue increases of 2.7 billion THB. These outcomes have also contributed to an improvement in the employee engagement score



→ True has a Microsoft Viva employee learning network to help employees learn, collaborate, and develop their skills

Digital Training Courses

True places significant importance on investing in digital skill development to ensure that all employees can adapt and grow with the company. Under the AI-First concept, True is utilizing Artificial Intelligence (AI) as a central driver to transform the organization in areas such as technology, data, and human resources. This approach aims to enhance operational efficiency, foster innovation, and improve customer experiences.

In line with this, the company has planned to provide technology training for employees at all levels. In 2024, 100% of employees will complete the Digital Foundations program through True Digital Academy. This online learning program is designed to enhance digital knowledge and skills, preparing employees to become future digital professionals or businesses.

Furthermore, True is fostering a Lifelong Learning Culture, with a target for employees to spend 45 hours in Upskills LEARNATHON by 2024, across three training levels: Basic, Intermediate, and Advanced.

Digital Training Courses in 2024	% of Employees received digital training course
Basic level	88
Intermediate level	54
Advanced level	14

In addition, AI and Data Analytics are being used to analyze data related to human resource development, such as Skill Gap Analysis and Career Path Recommendation. This approach ensures that employees receive training that aligns with their potential and the organization's needs, helping to bridge skill gaps and guide employees toward suitable growth opportunities within the company.

Developing Modular & Cross Functional Team Leaders

The Strategic Project & Leadership Development (SPLD) Program and the Thao-Kaek Program

This program aims to promote employee involvement in the development of various projects that align with the organization's strategy. Employees from different departments are selected to work as cross-functional teams, broadening their knowledge. It is a development program for new leaders through hands-on experience in real business operations, with close guidance from senior executives, allowing for clear results to be measured. In 2024, 329 employees participated in the program, generating additional revenue of 1,257.01 million THB and reducing costs by 18.95 million THB, totaling 1,275.96 million THB.

LEADERSHIP ACCELERATION PROGRAM

This program aims to develop the leadership potential through a Cross-Function learning process. In 2024, the organization collaborated with Stanford Online to organize the Leadership Acceleration Program, developing over 80 leaders who were carefully selected. The program is an action-learning development model, where innovation ideas are transformed into business proposals, with the expectation that it will generate an economic value of over 1,000 billion THB within the next 5 years.



→ Leadership Acceleration Program

Cultural Learning

True promotes society and culture by offering educational courses on its True Plookpanya website. These courses cover major religions such as Buddhism, Christianity, and Islam, as well as various traditions. The company also provides related welfare benefits, including: Ordination Leave, Hajj Leave, Leave for other religions or beliefs, Meditation Leave, Dharma teachings, Organizing Halal food events at True Digital Park,

In addition, the company has cultivated a 4C organizational culture (Compassion, Credibility, Co-creation, Courage) and provided training for employees, which represents and enhances the diversity in our workplace and Celebrating Pride Month. True offers courses promoting diversity through its internal e-learning system.



→ Promoting awareness and understanding of various religions, such as Buddhism and Islam, on the True Plookpanya website.

Career Advancement Planning

Develop an individual development plan system (Individual Development Plan: IDP) so that employees can set their own development plans with supervisors as advisors and give advice at least twice a year, including conducting character assessment tests. Individual (Psytech Personal Insights Report) according to psychological evaluation (Psychometric Test).

The results of the assessment allow employees to discover strengths in their areas of expertise, and to know the areas that should be developed further so that employees can plan their career advancement development plan (career path) appropriately. In 2024, employees underwent individual characteristic assessments with a 100% completion rate. Additionally, opportunities were provided for employees to choose other career paths within the Company, enhancing growth opportunities for employees.

3 Human Resource Performance Appraisal

All employees (100%) are required to undergo a performance appraisal in the performance management system (PMS) on bi-annual basis. Employee performance appraisal is based on a set of measurable goals agreed upon by employees and their supervisors as well as KPIs that employee adhere to Code of Conduct and corporate 4C's core values. Apart from the individual KPI, the Company has implemented the weighting mechanism, where individuals carry not only own performance target but those of team. The Company has also employed a **Multidimensional Performance Appraisal** approach to employee evaluation involving gathering feedback from various sources, such as supervisors, peers, and subordinates. In 2024, 100% of employees participated in the PMS.

The performance results will be systematically calibrated (Performance Calibration) to standardize performance ratings across the team and ensure consistent measurement criteria. These calibrated ratings will be used to support decisions regarding remuneration and promotions and will be communicated directly to employees through the True Connect application

To ensure continuous improvement, **agile conversations** between supervisors and subordinates are engaged for frontliners to revisit and track their progress toward goals on a monthly basis. This enables regular check-ins and adjustments, receive feedback, and identify areas for improvement during year-end evaluations.

4 Rewards

The Company has a fair and competitive employee compensation system that complies with labor laws, aiming to attract, retain, and motivate talented individuals to drive the company's sustainable growth. Compensation and position adjustments are determined based on employees' performance evaluations.

To provide long-term incentive for all employees, the company introduced the 'Innovation Point'. Employees earn points from activities like submitting innovation projects, training, hackathons. Innovators receive incentives such as cash rewards, certificates, and trophies

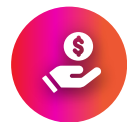
Employee Welfare

The Company designs inclusive benefits for all employees through the "Plook Rak" project, covering four key areas as follow.



Plook Rak Dhamma

- Monthly merit-making on the first Wednesday and meditation every Thursday
- Seminar: "Find Daily Inspiration - The Art of Happiness in the A.I. Era."



Plook Rak Wealth

- Savings cooperative to strengthen employees' financial stability
- Low-interest loans for new home purchases, refinancing, or renovations.
- Seminar: "Financial Planning with Tax Deduction Techniques"



Plook Rak Health

- Breast cancer screening with a mobile mammography unit by the Thanyarak Center, Siriraj Hospital
- Discounts on medical treatments at network hospitals, 20-30%, and room charges, 10-15%
- True HEALTH MorDee allows employees to consult with doctors online from anywhere, with medications delivered to their homes, no upfront payment required, insurance claims available, and discounts on medications (20-30%).
- Expert services for assessments, diagnoses, and treatments to restore physical health, especially for office syndrome
- Spa services for employees to relax their muscles from work



Plook Rak Engagement

- Provide budget and space for employees to form clubs based on their interests.
- Chinese New Year red envelopes (Ang Pao)



→ Merit-making activity



→ Yoga Club activity.



→ Halloween activity.

Equal welfare

True supports genuine inclusion and equality for LGBTQ+ employees in the organization, as diversity drives innovation and creativity. The company provides the following benefits for LGBTQ+ employees:



Birthday leave

1 day/year in the month of birth



Leave for gender affirmation surgery

30 days



Personal leave

5 workdays/year



Maternity leave

180 workdays/year, for employees with more than 2 years of service



Leave for childcare

7 days, including holidays



Marriage leave

6 workdays, for employees with 1+ years of service, and receive a wedding gift of 5,000 THB



Meditation leave

5 workdays/year



Free Gym for Family

spouse and children can use the fitness center for free



Leave for religious ceremonies

30 days, for employees with 3+ years of service



Bereavement leave

15 days/year



5 Employee Management

Equal and Non-discriminatory Labor Practices

True promotes equality among employees at all levels to enhance competitiveness. This is outlined in policies regarding selection and non-discrimination, ensuring equal opportunities for professional growth and access to higher positions based on fair performance evaluations aligned with clear and transparent internal processes. This is to prevent and protect employees from discriminatory practices based on ethnicity, nationality, race, skin color, lineage, religion, social status, gender, age, disability, or sexual orientation, including marital status. The company also ensures equitable salary payments.

In 2023, a **Welfare Committee** was established with a two-year term, consisting of five employee representatives covering all main products and services of the company. Their roles include proposing ideas, consulting, and advising on suitable welfare benefits for employees, which can be benchmarked within the same industry for the Company's executives. Examples of such benefits include life and health insurance, protection for disabilities and impairments resulting from work, extended parental leave with full pay for four months beyond legal requirements, retirement funds, living wages, special privileges from the company's products or services, adherence to legal limits for overtime work, and allocation of meditation rooms, among others.



→ Promoting Equality and Non-Discrimination

Employee Occupational Health and Safety

The Company aims for a Zero-Fatality rate in workplace incidents and has established the Health Safety Security & Supply Chain Sustainability Department (HSS&SCS) to manage occupational health, safety, and the working environment. This department is also responsible for investigating and analyzing the causes of incidents to find corrective actions and prevent recurrence (Risk Alert), as well as ensuring compliance with safety measures across the organization.

In 2024, the Company launched an online safety training program, ensuring that all employees complete 100% safety training. Employees also participated in proactive safety awareness activities, such as reporting accidents via the True Connect system and adhering to TRUE Safety behavior principles (Stay TRUE to Safety - T = Take a pause, safety first; R = Report immediately; U = Use the right equipment; E = Educate yourself). Employees in specialized roles, such as drivers, underwent additional training beyond the basic safety courses. As a result, no employees have died from work-related incidents (0 cases), though there have been 3 work-related injuries.



→ Safety Inspection of Personal Protective Equipment (PPE)

Employee Safety Training Course

In 2024, the Company implemented both online and onsite safety training programs to ensure all employees receive the necessary safety training in line with the set goals and participate in proactive safety awareness activities (Proactive Safety Culture). The training programs are divided into general safety training and risk-specific activities, covering executives, supervisors, and general employees. The total training hours for employees amounted to 29,944.75 hours, as follows:

General Safety Training includes:

- Basic safety training for new employees
- Safety culture training and incident reporting
- Safety officer training for supervisors
- Basic firefighting and fire evacuation training
- Basic life support and use of automated external defibrillators (AED)

Risk-Specific Training includes:

- Defensive driving training for employees using company vehicles
- Electrical safety training for employees working with electrical systems
- Code of conduct and sustainability requirements training for procurement officers and those involved in partner selection and management

Communication Channels Between the Company and Employees

The Company operates communication channels with employees to listen to opinions, receive complaints, collect information and make recommendations on issues related to human resources. This includes reporting unsafe situations and where there is a risk of accidents through the Success Factor application : True Safety Report

6 Exit

Happy Retirement

True prepares employees for a happy and secure retirement through the Happy Retirement program. The program offers training and guidance on effective savings and investment management, post-retirement spending plans, income distribution, and how to utilize benefits from the provident fund. In 2024, 89 employees participated in the program.



Engagement Activities

New Year Activities

True organizes a New Year's event with employees to strengthen relationships within the organization, boost morale, and foster a sense of connection between employees and the company. It also serves as an opportunity to express gratitude for employees' contributions to the company's success over the past year.

Townhall Activities

The Townhall meeting is a communication event where senior management shares important information with all employees. It creates a shared understanding of the company's direction, strategy, and goals, while also providing employees an opportunity to express their opinions or ask questions. These meetings are held quarterly.



Songkran Activities

True organizes a Songkran event with employees to celebrate Thai culture, strengthen relationships within the organization, and create a warm and joyful working atmosphere.



Clubs Activities

The Company values creating a work environment that promotes employee happiness and bonding. To support skill development, knowledge sharing, and relationships between employees, True has established 10 clubs, with over 1,268 members. The clubs include Badminton, Music, Running, Buddhism, Basketball, Travel, Yoga, Volunteering, and the Bring Your Best.

Employee Engagement Survey

The results of the Employee Engagement Survey, conducted every quarter, reflect the effectiveness of the company's employee care initiatives. The survey shows that employees have strong organizational commitment and overall satisfaction, with a score of 78.2%, surpassing the target of 74%. The survey results are analyzed and used to plan human resource management strategies to retain high-potential employees.

Way Forward



True remains committed to continuously enhancing employees' skills to align with its vision of becoming a Telco-Tech Company. The Company aims to build a workforce equipped with digital and AI capabilities. In addition, True prioritizes promoting diversity and inclusion by supporting an open environment that fosters the potential of all employees. With these approaches, True is determined to drive the organization forward, preparing it to handle technological changes while empowering its employees to meet the demands of the modern world.

HUMAN RIGHTS MANAGEMENT

2024 Target

100%

Conduct human rights due diligence, covering 100% of business activities of True Group

40%

Business partners, joint ventures, and suppliers are assessed for Human Rights Due Diligence.



2024 Performance

100%

Human rights due diligence, covering 100% of True Group's business activities, was conducted.

42.8%

Business partners, joint ventures, and suppliers were assessed for human rights due diligence.



Many Thais now live in the online world, creating both new opportunities and risks related to human rights with the shift to digital. As a telecommunications provider, True plays a crucial role in protecting and promoting human rights, while addressing the challenges that come with technological growth and enhancing human rights in its business operations.

Management Approach

True has a **Human Rights Policy** aimed at controlling and reducing the risks of human rights violations throughout its supply chain, including partners, joint ventures, business affiliates, and customers, as well as vulnerable groups such as children, women, people with disabilities, local communities, ethnic minorities, and the LGBTQ+ community. The policy also applies to the workforce of partners, joint ventures, business affiliates, and foreign labor, preventing child labor, forced labor, labor exploitation, and the use of indigenous or migrant labor.

True's Human Rights Policy aligns with national laws and international human rights standards, including:

- The Universal Declaration of Human Rights (UDHR)
- The United Nations Global Compact (UNGC)
- United Nations Guiding Principles on Business and Human Rights (UNGPR)
- The Organization for Economic Cooperation and Development (OECD)
- International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work

Additionally, True is one of the founding organizations of the Global Compact Network Thailand (UNGNT).

Management Structure

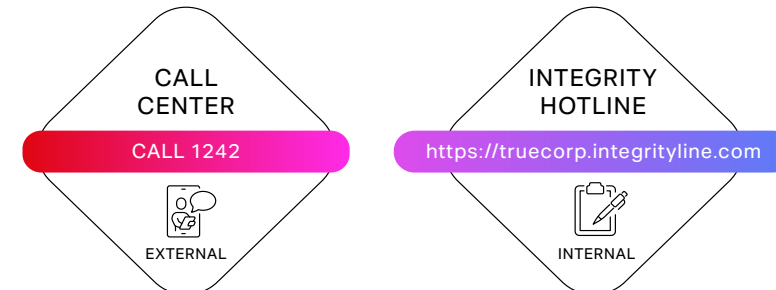
The **Corporate Governance and Sustainability Committee** is responsible for overseeing and establishing appropriate risk management guidelines or measures and reporting to the **Board of Directors**.

Human Rights Complaint Management Process

The Company promotes communication channels between employees and the organization, fostering awareness and respect for human rights equally among all employees, regardless of position or ethnicity. Employees are encouraged to share opinions, suggestions, and complaints. The company provides an Integrity Hotline, overseen by the Ethics & Compliance Department, through the website <https://truecorp.integrityline.com/frontpage>.

Grievance Mechanisms

Additionally, True provides channels for all stakeholder groups to raise concerns. Employees can report through the Integrity Hotline, while other stakeholders can file complaints through the call center at 1242.



Remedy

We have also defined procedures to ensure that affected individuals have immediate access to remedy. Affected individuals can submit complaints through complaint centers set up in each operation, or through True's Call Centers. True will investigate the root cause of the complaint and implement mitigation and protection measures. In the event we cannot conclude the incident during the prevention and remediation process, True will establish protection and remediation measures through working with the external stakeholders such as local administrations, community leaders, and relevant government agencies to manage the complaints to meet all parties' expectations.



2024 Performance

Training and Communication

Human Rights are something everyone needs to be aware of, including employees, business partners, and customers. True mandates that 100% of its employees undergo human rights training and communicates this to business partners and customers through the Business Partner Code of Conduct and its website.

Human Rights Due Diligence Process

True has implemented a comprehensive Human Rights Due Diligence process, with expert consultants evaluating the risks across the value chain every two years. This includes assessing the risks faced by employees, stakeholders who may be at risk of human rights violations (such as partners, contractors, local communities, and customers), as well as diverse groups like LGBTQI+, ethnicity, religion, minorities, people with disabilities, and vulnerable social groups (e.g., elderly, women, pregnant women, children, and youth). Preventive and corrective measures are established accordingly.

In 2024, the company reviewed and followed up on risk issues across all departments and stakeholders (customer, business partner and supplier, community and society) and identified two high-risk issues: 1. Health and safety for partners/contractors and 2. Privacy and data protection (violations of customer personal data). True has a dedicated human rights working group and a safety, health, and work environment team that investigates, corrects, and remedies any violations, with quarterly reports presented to the Corporate Governance and Sustainability Committee. As a result, no human rights violations were identified in 2024 (0 cases).



→ Safety Instruction at Work

Salient Human Rights Issues in own operation

Salient Issues	Prevention and Remediation Measures	Results
Health and safety in the Work of Partners/ Contractors. (Stakeholders: business partner and supplier)	- Enforce Business Partner Code of Conduct and audit compliance through partner assessment processes by the company and internationally certified standards organizations. - Train subcontractors and training instructors on basic safety procedures, emphasizing safety processes before commencing work such as safety requirements in service contracts (Prequalification), hazard awareness and control (JSA), safe work at heights, electrical safety training for workers involved in electrical systems, and Lockout/Tagout procedures. - Implement jointly planned safety plans, emphasizing top management involvement from each department and frontline staff, dividing practices to achieve goals in four areas: 1) Leadership commitment and safety responsibility, 2) Organizational development and skills, 3) Ethical conduct and safety management systems, 4) Safety reporting and communication. - Conduct random safety inspections at actual operational sites regarding compliance with safety requirements and the company's safe work procedures, especially in high-risk tasks such as Broadband services.	- No fatalities among contractors (0 cases). 100% reported and investigated - severe incidents promptly, identifying causes and prevention measures. 100% of Significant tier-1 suppliers ESG assessments under BPM and DJSI frameworks resulted in measures to prevent and reduce impacts next year.
Data Privacy (Abuse of Customers' Personal Information) (Stakeholders: customer, community and society)	- Create an easy-to-understand consent form with clear explanations and legal basis. - Conduct annual audits to ensure data usage complies with customer consent and legal requirements. - Perform privacy assessments, such as Privacy Impact Assessments (PIA) or Legitimate Interest Assessments (LIA), covering 100% of personal data collection and usage activities. - Implement role-based access control (RBAC) systems. - Provide necessary data privacy training for employees. - Cybersecurity measures: Establish a Security Operation Center (SOC), comply with ISO/IEC 27001 standards for information security management. - Respond quickly to incidents when they occur.	0 unauthorized access with strong preventive measures and continuous log monitoring. 100% of activities involving personal data collection and use are assessed based on legal basis, necessity, and appropriateness. 75% of customers provide clear consent for data collection and processing through a transparent process. 100% of data breaches are managed appropriately

Human Rights Promotion Activities

Bring Your Best Club - A Space for Diversity

True is committed to creating an open and respectful work environment that promotes Diversity, Equity, and Inclusion (DE&I). The aim is for every employee to feel confident in being themselves and have equal opportunities for growth. This is the foundation of a strong and sustainable organizational culture. The “Bring Your Best” club was established to drive DE&I within the organization. The first activity of the club is a workshop called “Empower Through Equality,” focused on harassment awareness in the workplace. This workshop aims to increase understanding of various forms of harassment, as well as strategies for prevention and response, supporting a safe organizational culture.



→ Empower through Equality Workshop, the First Activity of the Club

Human Rights Activities with Suppliers

Human Rights Due Diligence of Significant Suppliers

True has expanded its human rights risk assessment to include significant suppliers by supporting the cost of hiring specialized consultants to assess risks, develop practices, and establish preventive and corrective measures. This ensures that the company’s operations throughout the supply chain are based on the principle of respect for human rights. Five high-level (salient) risk issues have been identified, including:

Salient Issues	Prevention and Remediation Measures
Health and Safety in the Workplace for Significant Suppliers (Stakeholders: business partner and supplier)	- Enforce a Business partner code of conduct to suppliers - Select and evaluate partners based on company-established criteria. - Conduct random safety inspections at actual operational sites.
Health and Safety in the Workplace for Subcontractors (Stakeholders: business partner and supplier)	Communicate the Business partner code of conduct to subcontractors to ensure alignment in operations throughout the supply chain.
Responsible Sourcing (Stakeholders: business partner and supplier)	- The company has measures to verify that the sourcing or importation of materials or hazardous substances is properly licensed by relevant authorities and complies with applicable laws - The company recommends that suppliers maintain a systematic database for importing materials, ensuring traceability.
Community Health and Safety from Production Pollution (Stakeholders: community and society)	- Emphasize that manufacturers control and treat pollution appropriately. - Manufacturers measure chemicals in the work atmosphere and monitor results to ensure they comply with legal standards. - Workers of the manufacturers undergo health checks based on risk factors.
Customer Personal Data (Stakeholders: community and society)	- Partners must strictly comply with the Personal Data Protection Act. - Establish guidelines and approval procedures for accessing customer data, ensuring strict adherence.

Consultants have defined risk mitigation strategies, including prevention, monitoring, investigation, and remediation in case of violations. The safety, occupational health, and work environment departments, along with responsible units, ensure compliance with preventive and corrective measures and continuously monitor the implementation.



→ Human Rights Due Diligence of True Significant Suppliers

Way Forward



True is committed to developing human rights strategies by expanding human rights risk assessments to 100% of direct key partners by 2030. This aims to help partners reduce human rights risks across the supply chain and conduct business based on respect for human rights. Additionally, the “Bring Your Best” club will expand its role as an open platform for employees to voice their opinions, allowing all employees to be themselves confidently and grow on the basis of equality.

ONE TEAM, LIVING WELL, DRIVING INNOVATION FOR ALL



LIVING WELL

Building a Sustainable Society

- Network Availability & Reliability
- Customer Relationship Management
- Innovation Management
- Social Impact Management

Delivering Positive Values for Improved Health
and Well-being of those in the Society

NETWORK AVAILABILITY AND RELIABILITY

2024 Target

93%

5G Network Coverage of Population

<1.5

Hours/Consumer/Year on Average

System Average Interruption Duration Index (SAIDI)

* Refer to: System Average Interruption Duration Index (SAIDI)



2024 Performance

93%

5G Network Coverage of Population

<0.043

Hours/Consumer/Year on Average

System Average Interruption Duration Index (SAIDI)

* Refer to: System Average Interruption Duration Index (SAIDI)



In 2024, mobile phone users and internet users in Thailand account for 96.2% and 92.8% of the total population, respectively. This reflects the high demand for fast, stable, and widespread network connectivity.

Telecommunications providers in Thailand face significant challenges in maintaining network stability and coverage, particularly in remote areas with geographical limitations that often experience infrastructure and connectivity issues. Additionally, the rapid growth in data usage and the expansion of 5G networks further increase pressure on telecom companies to continuously upgrade and invest in infrastructure. Climate change and natural disasters also pose risks that can disrupt network services. As a result, telecom providers must balance network expansion, service quality improvement, and cost control while implementing contingency plans to mitigate threats and prevent network disruptions that could impact user services.

Management Approach

The **Technology Group** creates policies and guidelines to build and expand telecommunications networks nationwide and considers the installation of tower infrastructure and equipment to ensure these are beneficial and safe to the surrounding communities and the environment. Our goal is to develop a network with enhanced signal quality that complies with and exceeds all relevant laws and regulations

Management Structure

The Technology Group is responsible for setting strategies and managing the signal tower network in accordance with policies, operational guidelines and business directions. This includes monitoring, reviewing, and providing ongoing reports on operational results to the **Executive Committee**.

Network Availability and Reliability Framework

The Company integrates innovation and AI technology to modernize its network while implementing real-time monitoring systems to maintain operational efficiency and quickly resolve user issues. By ensuring a stable and reliable network management system, the Company guarantees service availability in any situation, catering to both businesses and individuals. This approach not only enhances the country's competitiveness in the digital economy but also considers social and environmental impacts in both the short and long term.



2024 Performance

High-Performance Network Development

The initiative focuses on enhancing network efficiency by integrating True and dtac's infrastructure with AI-driven smart networks under the **"3Zero" strategy**. This includes Zero Touch, an AI-driven automation system capable of detecting, analyzing, resolving, and confirming issues; Zero Wait, a real-time network optimization system that seamlessly adapts to user behavior; and Zero Trouble, a real-time AI system that analyzes network data to predict and prevent issues.

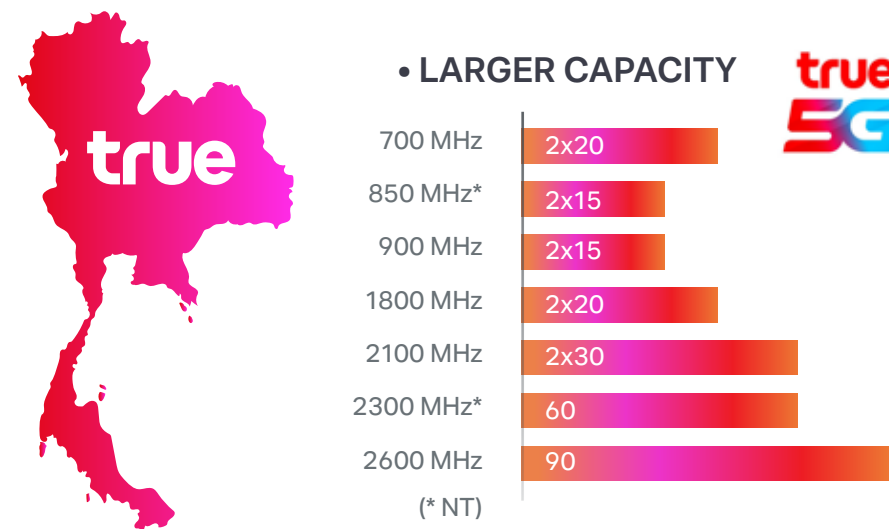
In 2024, the **Network Modernization Project** involves integrating True's and dtac's signal towers and selecting the most suitable ones to support future customers for seamless communication. Currently, over 13,100 towers have been upgraded, representing 77% of the total plan. This development has significantly enhanced our network performance, increasing 5G speeds and expanding bandwidth capacity in upgraded areas.



→ Enhancing AI-Driven Smart Networks Under the "3Zero" Strategy

Enhancing Nationwide Coverage

The Company is committed to continuously enhancing network quality through its Network Modernization Strategy by consolidating signal towers and frequency bands to optimize performance across all spectrums. The companies have reduced redundant infrastructure that may cause interference while expanding the network to improve signal strength and coverage. Additionally, the company integrates cutting-edge tower technology, combining multiple frequency bands from True and dtac to ensure comprehensive frequency coverage.



In addition, the Company has accelerated the enhancement of network performance by upgrading to new signal transmission equipment that supports multi-frequency distribution, focusing on expanding the 700 MHz and 2600 MHz bands. This enables True and dtac customers to benefit from wider network coverage and faster speeds. Currently, True provides the largest 5G and 4G network coverage in Thailand. **The 5G network covers 99% of the population in Bangkok**, its metropolitan area, and the Eastern Economic Corridor (EEC), **as well as 93% of the nationwide population**.

Network Expansion into Remote Areas

The Company continues to expand its network to cover all 77 provinces nationwide, including remote areas, ensuring access to high-speed internet technology. This enables the rapid development and expansion of 5G and 4G networks with broader coverage to improve the quality of life for all Thai people equally across the country.

Koh Nok Phao, Don Sak Subdistrict, Don Sak District, Surat Thani

The island is in a remote location and has only about 100 people. Their access to basic utilities is highly limited; for example, electricity is available only from 6 PM to 11 PM daily, restricting access to mobile phones and broadband internet signals. To address this, True has installed a solar-powered base station, enabling the community to connect to the digital network and improve communication access.



→ The installation of a solar-powered signal tower in the Koh Nok Phao area

Ban Huai Makliang, a Highland Village in Chiang Rai

Ban Huai Makliang is a small community of 170 people located in the highlands of Pa Ngio Subdistrict, Wiang Pa Pao District, Chiang Rai. Previously, the village had no mobile signal, and residents had to travel about 3 kilometers to a base station elsewhere to connect to a signal. After the village reached out to True, we then installed a signal tower, providing strong and comprehensive coverage throughout the area. This improvement enhances the quality of life, supports occupations and livelihoods, and improves access to emergency services and healthcare.

Network Availability

The Company enhances the quality of mobile and home internet networks through the **Business and Network Intelligence Center (BNIC)**, an AI-powered Operation Center that serves as a central hub for leading digital communication networks.

All these services are continuously supervised by our engineering teams, who monitor, analyze, plan, and manage connections across Thailand 24 hours a day, 365 days a year. They closely monitor both the network infrastructure and external platforms that provide services to customers, such as over-the-top (OTT) applications like social media and streaming services.

In case of incidents such as downtime, BNIC is capable of instantly analyzing and managing the situation to minimize its impact on the customer. Additionally, it processes big data to optimize network performance and enhance maintenance efficiency. As a result, the System Average Interruption Frequency Index (SAIFI) and the System Average Interruption Duration Index (SAIDI) have remained above standard levels.

In 2024, the average **SAIFI was 0.023 times/consumer/year**, and **SAIDI was 0.043 hours/consumer/year (2.58 minutes/consumer/year)**, showing a slight increase from the previous year due to the impact of the Network Modernization project. As part of this process, which integrated more than 13,100 True and dtac signal towers, the Company had to temporarily shut down the system, leading to network downtime, in order to enhance network performance.



→ AI-Powered Operation Center

Guarantee Service Availability in all Circumstances

The Company prioritizes network readiness in all situations to ensure continuous and efficient service. By analyzing usage data and from previous situations, the company strategically plans nationwide network expansion and implements by solutions to strengthen, including the deploying mobile Cell-On-wheel (COW) units at key locations, installing temporary signal towers, providing WiFi services at important points along public pathways, adjusting event parameters based on user behavior and network monitoring and management through an intelligent network operations center equipped with AI and a War Room to ensure seamless connectivity and high efficiency in all situations.



→ Prepared mobile Cell-on-Wheels (COW) units to support community and temporary accommodation areas

In response to the flash floods in Northern and Southern Thailand in late 2024, True Corporation has set up a War Room team at the AI-powered Operation Center to manage emergency missions and monitor the network 24/7. In addition, the Company has enhanced its emergency disaster response plan and introduced relief measures for affected customers to ensure reliable communication during the crisis.



→ Installing temporary signal towers to expand coverage during the New Year Celebrations

True is ready to provide 5G, 4G, and WiFi connectivity to support high-density areas on key countdown sites in Bangkok and regions across the country. We have strategically planned and designed its network to ensure seamless and efficient connectivity for all during the festive season and, aiming to deliver the best digital experience to users.

Way Forward

The Company continues to enhance the True 5G network, aiming for 95% nationwide coverage, and is accelerating the Network Modernization project to reach 100%. This initiative aims to improve speed and coverage across signal towers nationwide, with completion targeted by 2025.



CUSTOMER RELATIONSHIP MANAGEMENT

2024 Target



95%

Customer satisfaction scores measured by iCSAT were set.

2024 Performance



95%

Customer satisfaction scores measured by iCSAT were achieved.



Customers are considered one of the most important stakeholders of the Company. Customer expectations and the impact of the Company’s operations on customers are critical issues that the Company considers. Regular analysis is conducted to align business direction and operations accordingly.

Currently, customers not only expect quality, value, and products and services that meet the needs of a diverse and evolving digital consumer base but also demand convenient and accessible online services that ensure the highest level of protection for their personal data.

Management Approach

Customer-Centric Principle

The Company follows a customer-centric approach as the framework for managing customer relationships, including designing products and services that meet customer needs, creating excellent experiences, and ensuring the highest levels of satisfaction. Customer satisfaction is regularly assessed, and the performance of employees and business partners is monitored to ensure that products and services are delivered in accordance with established standards.

Additionally, both internal and external evaluators regularly review these standards. Furthermore, the Company complies with customer data protection policies in line with the PDPA and ISO 27001 standards.

Management Structure

The Company has established a **Customer & AI Office**, which is responsible for managing customer relations, focusing on providing services at customer service centers (shops) and call centers. The use of digital technology and AI helps to improve service efficiency, ensuring fast and accurate delivery of services and creating superior experiences to meet customer needs. The Customer & AI Office regularly reports on customer relationship management performance to the **Executive Committee** to ensure alignment with the strategy of achieving the goal of “No.1 World-Class Customer Experience.”

CRM Process



2024 Performance

The Company manages customer relations by organizing an aligned structure to deliver customer services and meet expectations at every step of the CRM process. This starts with service allocation through customer service centers, both in shops and call centers, providing digital service channels, integrating modern technology into operations, offering special packages and services for specific groups and vulnerable populations, after-sales services, and performance evaluations of the company and its business partners. The Company also regularly assesses customer satisfaction, using feedback and suggestions to continuously improve customer service.

Customer Service Centers (Shop)

The Company has established **True Shops and dtac Centers** covering all regions of the country, incorporating automation systems and AI technology to support service delivery in line with the “Digital First” concept, aiming to provide fast and convenient services and experiences to customers.

Additionally, the Company has set up **TrueSphere and True Branding Shops**, uniquely designed to be aesthetically pleasing and modern, offering excellent services. These spaces also showcase innovative technology and advanced gadgets.

In 2024, a new True Branding Shop opened at True Digital Park (West Building) with the concept “The Innovation Lifestyle Gadget and IoTs Solution Space,” addressing all aspects of life in the digital age. Another branch also opened at One Bangkok, merging the modernity of Smart City living with the new urban lifestyle under the theme “Smart Life Smart City with True Together.



→ True Branding Shop

Call Center Service

The Company has developed a system that allows customers to access True's services independently through **True Call Center 1242 and dtac Call Center 1678**, providing fast and convenient service to meet diverse customer behaviors and needs. This is aligned with the principle of Simplification and Touch Free, which reduces complex procedures while integrating automation and technologies like AI and Machine Learning. Examples include the Interactive Voice Response (IVR) system, Robotic Process Automation (RPA), and Chat Bot.

Interactive Voice Response (IVR)

The IVR system is an automated telephone service that provides faster customer service based on commands. It also integrates with Prediction Analysis, which can predict customer issues and provide solutions that directly meet their needs. In 2024, the IVR system increased its capacity to serve 10% more users compared to the previous year.

Robotic Process Automation (RPA)

RPA supports Call Center agents by automating tasks to improve efficiency and speed. This system enables agents to receive real-time information, allowing them to quickly resolve issues for customers. In 2024, the RPA system reduced service time from an average of 300 seconds to 200 seconds, resulting in a 20% cost reduction for the company.

Mari Chat (Chat with Mari)

Mari Chat, powered by Mari AI, is available 24/7 to assist customers by providing advice, resolving issues, and offering service information smoothly at any time. This makes True not just a typical call center but an “Intelligent Assistant.”

The new version of Mari can present information clearly through “voice and text” and converse naturally with customers, providing appropriate assistance. For example, Mari can compare devices or packages and display the information in text and table formats via the chatbot, enabling customers to easily understand and make informed decisions.

Digital Service Channels

The Company continuously enhances its ability to serve customers efficiently, quickly, and securely by offering a variety of digital service channels. Customers can purchase products, change packages, and conduct transactions via digital platforms 24/7. As a result, the number of customers using digital service channels has increased steadily every year.

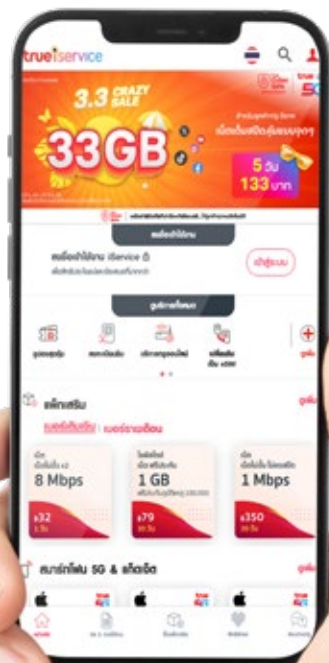
True iService App

The True iService App has been developed to meet the needs of consumers who prefer online transactions for convenience and speed. The app acts as a Virtual True Shop, allowing customers to access services 24/7 from anywhere. It provides comprehensive services before and after the sale of True products, including mobile, internet, and subscription-based television services. Customers can use the app for bill payments, checking balances, topping up, recharging the internet, and more.

In 2024, True improved the True iService App to enhance security and protect against cybercrime, especially related to advertising SMS, an issue that had been frequently reported by customers. The company has also increased its measures against Content Partners who fail to meet agreements and implemented stricter controls. Additionally, customers are now better informed and warned about potential threats.



By the end of 2024, the number of customers performing transactions through True iService and dtac App **increased by 20%** compared to the previous year.



Special Packages and Services for Vulnerable Groups

Packages for Low-Income Groups and Disaster Relief Rates

True offers special packages for low-income individuals and specific groups, such as students and seniors, providing affordable internet packages tailored to their usage patterns. Additionally, the Company assists disaster-stricken customers by extending service usage, payment deadlines, reducing fees, or offering services free of charge during natural disasters.

Packages and Services for People with Disabilities

To ensure that vulnerable groups have equal access to telecommunications and communication services, True offers packages specifically designed for those with disabilities, such as Blind SIM for the visually impaired, Deaf SIM for the hearing impaired. In addition, True provides special communication channels like Chat Cell Center for individuals who cannot communicate verbally or have hearing impairments.

Packages and Services for Foreign Tourists

True designs packages and services for tourists and foreigners, including the True Tourist SIM, which offers special services for emergencies and travel accident insurance. The company also operates a Call Center that provides service in five languages: Thai, English, Chinese, Burmese, and Japanese.

In 2024, True began researching and developing an Emergency Alert System through Cell Broadcast Service (CBS). This project, expected to launch in 2025, aims to provide emergency alerts for both Thai citizens and foreign tourists in case of an emergency, ensuring safety and timely communication for all.

Audit of Service Standards of Business Partners

To ensure that customers receive a consistent level of service across all True channels, including those provided through sales agents or business partners, True has established service standards and operational guidelines that every business partner must acknowledge and comply with. All partner employees undergo 100% training before starting their work, and a dedicated Call Center for business partners is available to provide guidance on customer service, facilitate quick communication, and address any issues.

True also conducts regular and ongoing audits of the operations of both the company and its business partners. These audits are performed by internal assessors and independent evaluators according to **ISO 9001, ISO 14001, and ISO 45001** standards.

Additionally, an annual meeting is held to promote understanding of True's operational direction, exchange experiences, and strengthen relationships with dealers who represent True.



→ True Shop Evaluation

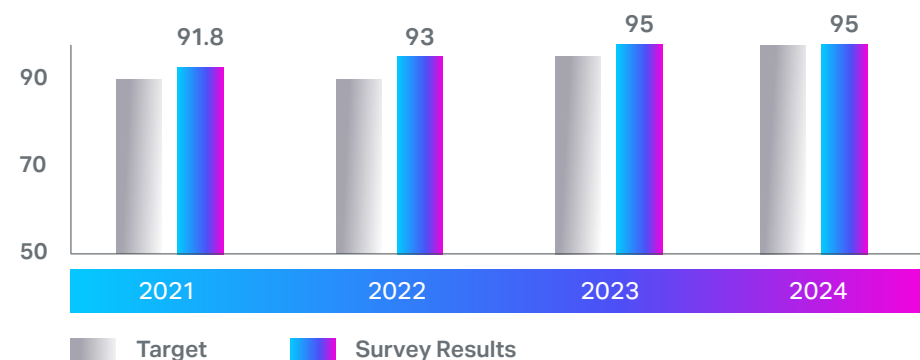


→ Dealer Meeting of the Company

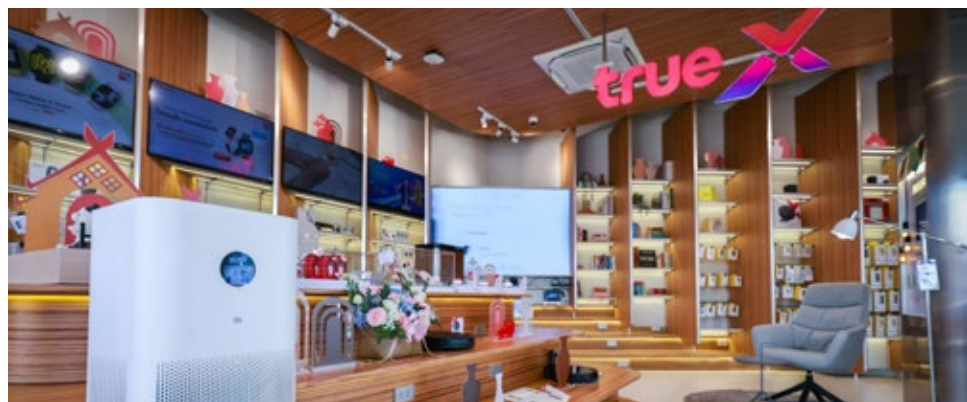
Customer Satisfaction Survey on Services

True continuously conducts customer satisfaction surveys regarding its products and services through the online satisfaction assessment system (iCSAT). The results of the 2024 survey show that customer satisfaction with the service stood at 95%, meeting the target set.

% Target and Survey Results of Customer Satisfaction with True Service Centers for 2021-2024



True takes the results from customer satisfaction surveys and feedback to regularly review and improve service processes. Data analysis is conducted to enhance operations, ensuring services better meet customer needs and provide superior experience. For example, True has improved the IVR system to reduce waiting times and the need for customers to visit True service centers. Additionally, TrueX, a service platform, has been introduced to enhance convenience, reduce travel, cut energy consumption, increase safety, and promote health and skill development for people of all ages.



→ TrueX Services Available at True Shops

Channels for Collecting Customer Feedback

In addition to True's Shop, Call Centers, and online channels, these platforms also serve as direct channels to receive customer feedback. The company consistently conducts satisfaction surveys and engages customers through various programs like TrueYou and DTAC Rewards, which help build strong customer loyalty.

In 2024, the Company organized the Customer Delight Day event to gather feedback from both customers and employees at service centers, including call centers and shops. This event provided firsthand experience, enabling management to enhance and improve services. The initiative was led by top executives and functional heads.

→ Customer Service Center



→ Top Executives Listening to Feedback from Customers at True Shops



Way Forward

The core focus in managing customer relationships is based on the idea that satisfied customers will share their positive experiences with others. Thus, True is committed to continually creating innovative programs based on the concept, **"Make One Happy Customer Create Customers."** Some of the key initiatives include:

- Developing advanced network and service quality
- Driving the organization with AI technology
- Automating operations to enhance efficiency
- Building a highly skilled and digitally capable team to meet the demands of modern service expectations

INNOVATION MANAGEMENT

2024 Target



110 Patents and petty patents

Register and file a cumulative total of 110 patents and petty patents by 2024

2024 Performance



112 Patents and petty patents

were registered and filed (cumulative 2018-2024)

Telecommunications providers face multiple challenges in innovation development, including high costs for upgrading network infrastructure, rapid technological advancements, and constantly evolving legal frameworks. The need for continuous investment in 5G, fiber optics, and future technologies such as 6G creates financial pressure, particularly in highly competitive markets where consumers prioritize pricing. Additionally, balancing security, data privacy, and increasing regulatory compliance may slow down innovation efforts.

Furthermore, telecom providers must enhance organizational agility and foster collaboration to integrate emerging technologies such as AI, edge computing, and IoT into existing business models. Lastly, addressing concerns about sustainability and reducing carbon footprints while expanding new digital services adds another layer of complexity to innovation development.

Management Approach

The Company manages innovation in accordance with its **Sustainability Policy** and aligns with its strategy to create high-quality products and services that meet customer needs while considering social and environmental sustainability.

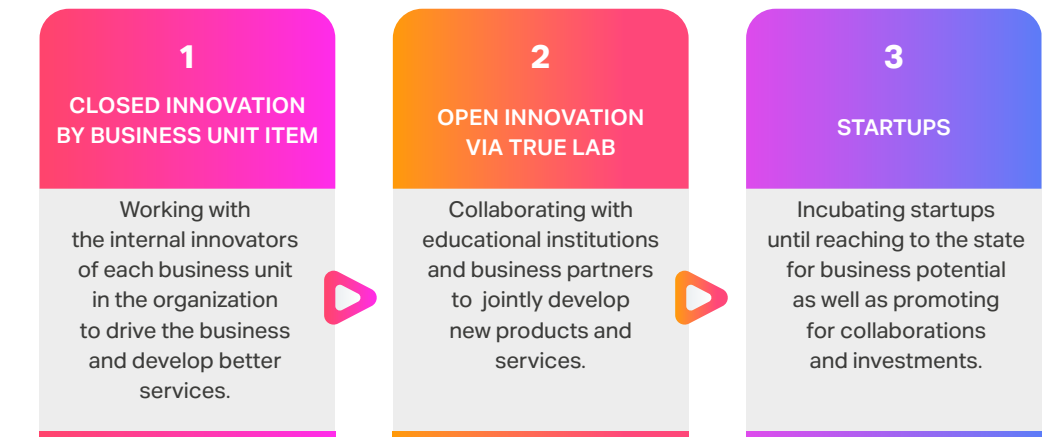
Management Structure

The Company has a research and innovation working group responsible for providing recommendations, reviewing research plans, approving budgets, monitoring progress, and regularly reporting results to the **Corporate Governance and Sustainability Committee**.

Innovation Management Process

The Company manages innovation across three key dimensions:

1. Closed Innovation – Foster an innovation culture within True Corporation by encouraging employees to present ideas, experiment, develop innovative work, and transform them into products and services that add value to the organization.
2. Open Innovation – Focus on collaboration with academic institutions and business partners to drive innovation.
3. Startups & Entrepreneurs – Support young entrepreneurs and startups, nurturing the next generation to build high-potential businesses.



Additionally, the Company is committed to developing various forms of innovation, including process innovation, social innovation, and environmental innovation. These serve as tools to enhance operational efficiency, meet customer needs, and promote social and environmental sustainability.



2024 Performance

1 Closed innovation by Business Unit Team

True Innovation

The Company focuses on leveraging innovation to drive business and enhance services, with its Innovation Center serving as the hub for developing market-driven solutions.

In 2024, the Company has accumulated:

- 1,573 innovators
- 608 innovation projects
- 112 patents and petty patents
- Over 4 billion THB in developed product value (cumulative data from 2018–2024)

Examples of internal innovation projects include:

TrueOnline WiFi7 Router

The Company has collaborated with innovation agencies to research and develop cost-reduction methods and improve service quality. This includes ensuring seamless interoperability between transmitters and receivers from different manufacturers.

Additionally, the TrueOnline WiFi7 Router supports Wi-Fi 7 technology, offering:

- Speeds up to 30 Gbps
- Low latency
- Multi-device connectivity
- Operation on the less congested 6 GHz band

This makes it ideal for high-bandwidth applications such as online gaming, 4K/8K streaming, and multi-device connectivity, enhancing the overall user experience.



TrueOnline WiFi7 Router



True Smart Home

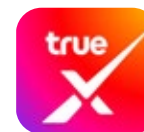
Innovation that enhances the quality of life at home. In an era where technology and innovation play a crucial role in all aspects of daily life, True Smart Home is one of the innovations that True offers to meet the needs of consumers who seek convenience, safety, and efficiency in their home life. By utilizing Internet of Things (IoT) technology, it connects and controls various devices in the home in a simpler and more convenient way.

True Smart Home is an innovation system that makes life at home more convenient and secure by connecting devices through IoT technology. Its main features include:

- 1. Smart Lighting** : Control home lighting via an app or voice.
- 2. Smart Security** : CCTV cameras and motion detection sensors.
- 3. Smart Thermostat** : Control the home temperature.
- 4. Smart Appliances** : Control household appliances.
- 5. Smart Entertainment** : Control the home entertainment system.
- 6. Smart Energy Management** : Manage home energy usage.
- 7. Smart Home Hub** : Central hub for controlling all devices.



True Smart Home



True vision NOW

The TrueVisions NOW application was developed to meet the needs and viewing lifestyle of users, providing a better and more convenient experience. It offers a wide range of content, including popular TV channels from around the world, sports, movies, series, anime, documentaries, news, special programs, and live broadcasts. The app also features a completely redesigned package system, allowing members to choose according to their needs and maximize value. It includes popular content from partner apps in a single package for a smooth viewing experience anytime, anywhere. The app supports instant playback of live broadcasts (Timeshift) and the option to watch various programs up to 7 days later* (subject to channel copyright terms). It is compatible with smart devices such as smartphones, smart TVs, tablets, Android TV boxes, and Apple TV. Additionally, TrueVisions subscribers with satellite and cable boxes can seamlessly transition to using the service.

True ID

The TrueID Application is an all-in-one entertainment and lifestyle service app from True, designed to meet the needs of all user groups. It integrates various features into a single platform, offering premium content such as live TV programs, series, movies, sports, and news. Additionally, it provides digital lifestyle services like accumulating and redeeming TruePoints, music streaming via TrueID Music, and gaming through the TrueID Game Center.



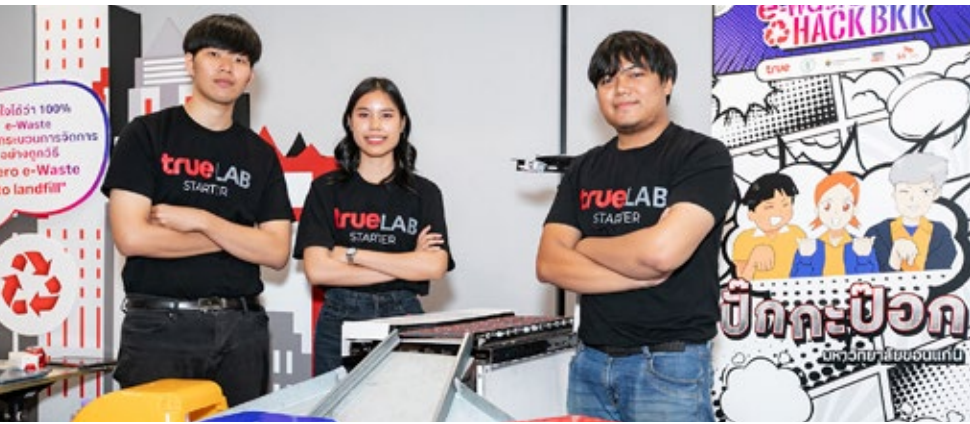
2 Open Innovation Via True Lab (External Innovation)

trueLAB trueLAB

The collaboration project between 9 leading universities has received research grants and student development services from the Development Bank to create an ecosystem that promotes the development of digital and future learning system services. In 2024, there were over 74 research projects, with an example being the research project:

e-Waste HACK BKK 2024

The “e-Waste HACK BKK 2024” project is a collaboration between TrueLab, the Embassy of Sweden, academic institutions, and businesses to encourage youth in developing innovations for electronic waste (e-Waste) management under the Circular Economy concept. The project had 179 teams from 32 institutions participating. The winning project, “Intelligence Bin,” was developed by the team “Pakkapok” from Khon Kaen University. It is a waste bin that uses AI technology and image-capturing cameras to sort waste and alert when the bin is full, helping improve waste management efficiency and reduce pollution. This project won the first prize, along with a scholarship and special rights to pursue further studies in IoT Systems Engineering at King Mongkut’s Institute of Technology Ladkrabang.



→ e-Waste HACK BKK 2024

WE GROW Application

The WE GROW app was developed to promote the creation of green spaces through the online world, with a feature called ‘Campaign’ that allows organizations and agencies to campaign and encourage the public to plant trees. The app also supports recording activity data, including the number of trees planted, the participants, and the amount of carbon dioxide absorbed.

Currently, WE GROW has promoted the planting of over 6,266,127 trees across Thailand, with 63,269 members (28,063 active members) and 72,086 posts. In 2024, an additional 20,762 trees were planted, increasing the carbon dioxide absorption to 332,132 trees. This marks another important step in ecosystem restoration and the creation of complete habitats for living organisms.



→ WE GROW Application

Autistic Application

The Autism application is an educational tool designed to develop the potential and learning skills of children with autism. It helps improve children’s physical, cognitive, and vocational skills through features such as Daily Tasks (training in daily routines), Trace & Share (practicing drawing lines and writing), and Communication (training in language and communication). The app is available for free download. True has provided training on how to use the app to 22,256 people. In Thailand, there are over 52,148 users, with a total of 1.9 million downloads worldwide. The highest download numbers are from Thailand, Spain, and the United States.



→ Autistic Application

3 Startups

trueINCUBE



True Incube connects startups with investors, experts, and both government and private organizations, both domestically and internationally. It plays an active role in training and providing knowledge to develop the necessary skills for business growth, such as technology, marketing, and management. The focus is on fostering creativity and promoting innovation in the business sector.

True Incube supports the growth of startups through investments totaling over 23.62 million baht and helps create business opportunities for startups that receive funding, as well as opportunities for forming commercial partnerships, whether with True's affiliated companies or external companies. For example, Collective Wisdom (UpPass) has a collaboration project with True Group companies, and Fling has had the opportunity for external companies to test products through Proof-of-Concept (PoC).

→ Startup Activity Collaboration



MorDee Application



MorDee is a comprehensive health service platform integrated into a single application, enabling people across Thailand to access medical services anytime, anywhere. It offers services such as online doctor consultations, home delivery of medications, and basic health check-ups.

Additionally, MorDee has partnered with the National Health Security Office (NHSO) to expand online medical services, covering 42 disease categories for Gold Cardholders. It also connects with partners to provide Tele Medi Claim+, a service that allows insurance claims without the need for advance payment. Currently, the MorDee application has over 520,000 downloads and more than 200,000 registered users, with a high repeat usage rate of 40%.



→ MorDee's Partner: Tokyo Marine Life Insurance (Thailand) PCL



→ MorDee's Partner: Central Investigation Bureau

Way Forward

In 2025, True aims to focus on developing innovations in Cyber Safe to enhance digital security for customers and businesses. This will be achieved by applying AI and Machine Learning to detect and respond to cyber threats in real-time, protecting critical data from modern cyber threats. Additionally, True will focus on offering new services in the form of Platform-as-a-Service (PaaS), which can work with Alibaba Cloud's AI-driven sustainability solutions. This collaboration will help businesses in Thailand operate more efficiently and environmentally friendly, promoting Green Digital Transformation. The goal is to create a balance between cybersecurity and business sustainability.



SOCIAL IMPACTS MANAGEMENT

2024 Target

**240,000
Persons**

Create jobs and promote income for farmers, small business owners, and vulnerable groups throughout the supply chain



2024 Performance

**381,000
Persons**

Created jobs and promoted income for farmers, small business owners, and vulnerable groups throughout the supply chain (cumulative)



The rapid technological changes are leaving vulnerable groups without the necessary skills for today's workforce, especially digital and technological skills, which are in high demand in the labor market. Additionally, the lack of access to quality education, training tools, and personal development opportunities prevents these groups from competing in the job market.

Therefore, designing effective activities with collaboration from all sectors can help reduce social gaps and create an inclusive and sustainable economy in the long run.

Management Approach

The Company manages its efforts to create a positive impact on society in line with its Sustainability Policy and the Company's strategic goals.

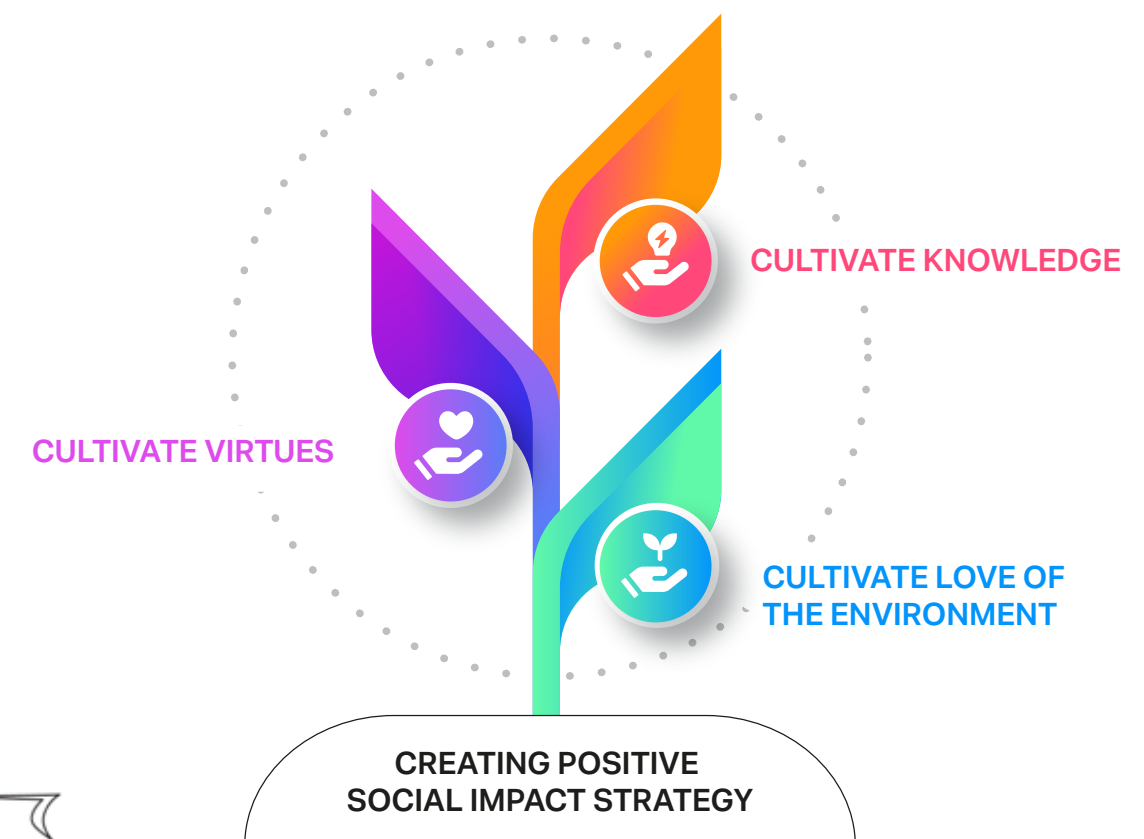
Management Structure

True has a **Corporate Governance and Sustainability Committee** responsible for overseeing social initiatives to ensure that business operations are integrated with community development and support, while also minimizing negative impacts on the environment, communities, and society. This aims to achieve sustainable growth in all dimensions.

Creating Positive Social Impact Strategy

True's strategy for driving positive social impact focuses on three areas: Cultivate Knowledge, Cultivate Virtues and Cultivate Love of the Environment

Additionally, True runs programs like "True ASA Volunteers Project" and other social activities to build collaboration between employees and communities, working together to drive a sustainable society.



2024 Performance

Cultivate Knowledge

Project to Promote Literacy Through Portable Media for Out-of-School Children

True, in collaboration with UNESCO Bangkok, Microsoft Thailand, and the Office of Non-Formal and Informal Education (NFE), has provided ICT media through the True Plookpanya project. The initiative includes a set of TrueVisions signal receivers, digital learning materials covering 8 subject areas, and wireless internet connection devices via TrueMoveH network. Training has been organized for both teachers and students of NFE in the southern region and Ponoh institutions in the five southern border provinces: Pattani, Yala, Narathiwat, Songkhla, and Satun, as well as along the Thai-Myanmar border in 5 provinces: Ranong, Kanchanaburi, Tak, Mae Hong Son, and Chiang Rai.

This project has led to improved exam scores for participating youth. Additionally, teacher training to use technology for enhanced teaching effectiveness is conducted. In 2024, over 14,000 youth benefited from the program.



→ Students Receiving Learning Equipment

Conquer Breast Cancer

Breast cancer is one of the leading causes of death among women globally, including in Thailand. According to the National Cancer Institute, over 8,200 people in Thailand die from this disease, with approximately 22,000 new cases diagnosed annually, a number that is expected to rise. True, in collaboration with the Thanyarak Foundation and Rajabhat universities across Thailand, organizes training to enhance knowledge, skills, and awareness about breast self-examination (BSE) for faculty and students at 38 Rajabhat universities nationwide. The initiative creates volunteer leaders who go into communities to educate others about basic breast self-examination.

Additionally, True has developed a digital system for recording breast self-examination, integrated into the BSE app. This allows the public to learn about breast cancer and self-examination techniques through the free VCOURSE online learning platform. In 2024, over 19,565 participants attended the training.



→ Breast Cancer Self-Examination Training

True Youth Startup

The Company places great importance on building collaborative networks with leading universities to promote research and innovation that meets the needs of business, society, and the environment sustainably. This is done through research funding support as well as enhancing the potential of students, who are a key driving force for the country's future. This includes skills in entrepreneurship, critical thinking, and the exploration of new knowledge.

In addition, the Company provides opportunities for youth and the new generation to participate in developing solutions to business, social, and environmental challenges through ongoing innovation projects. In 2024, the company was able to reach and develop the potential of approximately 1,670 students.



→ True Youth Startup

Cultivate Knowledge

Potential and Quality of Life Development for Autistic People Project

True has established the **CP-TRUE-AUTISTIC Thai Vocational Training Center**, focusing on developing vocational skills tailored to the abilities of autistic individuals, enabling them to earn an income and achieve sustainable self-reliance. Additionally, TRUE offers employment opportunities for autistic individuals under Sections 33 and 35 of the law on promoting and developing the quality of life for people with disabilities. This includes training on the use of the **"Autistic" application**, a tool designed to enhance cognitive, movement, and physical skills.

Beyond skills development and employment, True supports the inclusion of autistic individuals through the concept of a community bank, which provides access to funds to promote careers by offering low-interest loans to members, strengthening the economic stability of the autistic community.

True also partners with the Thai Autism Foundation to establish the **ARTSTORY social enterprise**, which uses art as a therapeutic tool and a means of employment for autistic children. This initiative gives them the opportunity to showcase their talents through art, which is then developed into products that generate income. The project has also expanded to launch the ARTSTORY Creative Hub, a creative space that allows the public to participate in workshops with autistic artists directly. In 2024, the project trained and educated over 4,111 individuals in vulnerable groups.



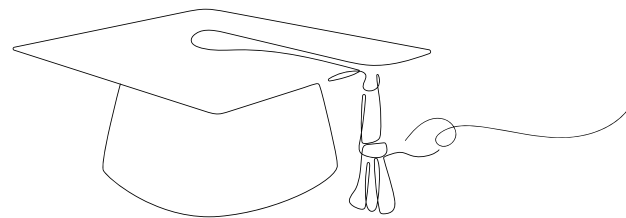
→ Art Workshop with Autistic Teachers

Net For Living Project

The Company aims to build vocational skills for individuals, enabling them to generate income and improve their quality of life. The focus is on providing training in internet usage and digital tools, especially for vulnerable groups such as the elderly, former prisoners, low-income individuals, ethnic minorities, and people with disabilities. Recently, the curriculum has been expanded with three new courses: "Introduction to E-commerce Law," "Packaging," and "E-transaction: Online Financial Transactions." Upon completion, participants can receive a certificate accredited by the Professional Qualifications Institute. Additionally, the company plans to offer more courses, such as Business Canvas and Business Analytics, in 2024. To date, 13,000 individuals from vulnerable groups have benefited from this training.

Dream Career with Idols Project

True, in collaboration with the Department of Children and Youth, Ministry of Social Development and Human Security, organized the "Dream Career with Idols" online activity through the True VROOM platform. The aim is to inspire and provide career opportunities for children in care centers, with the concept "Preparing for the Future". The goal is to offer youth direct information and knowledge from professionals in various career fields, such as presenters, tour guides, surgeons, baristas, and restaurateurs. This initiative helps youth plan their education and choose career paths that suit their interests. In 2024, over 4,056 young people participated in the project.



→ Vocational Training for Vulnerable Groups in the Net for Living Project

Cultivate Virtues

True ASA Volunteering Project

The Company encourages all employees to participate in volunteer activities by offering various opportunities for involvement in social causes such as environmental conservation, promoting the potential of youth, and supporting disadvantaged groups.

In 2024, the royal volunteer activity “We Do Good with Our Hearts” was organized, focusing on the collection of electronic waste such as old smartphones, mobile phones, accessories, and small electronic devices that are no longer in use, and disposing of them properly. The True volunteer caravan also went out to raise awareness and educate local communities about the proper recycling methods for electronic waste to reduce environmental impacts and the amount of electronic waste sent to landfills. As a result, employees have actively participated in the volunteer program throughout the year. In 2024, a total of 60 True employees participated in the True volunteer program.



→ The True Volunteer activity “We Do Good with Our Hearts.”

True Smart Farmer

True Digital has partnered with MSD Animal Health to develop an innovation service for dairy farmers in Thailand. This service uses sensors attached to cows in the form of collars to track the behavior of each cow 24/7, including chewing, eating, and movement. The behaviors are measured in minutes and processed using artificial intelligence technology to alert farmers if a cow’s health is abnormal or if the cow is in estrus. This helps reduce the loss of cows due to untimely medical intervention, lowers the cost of idle feeding by reducing the number of empty days, and allows farm owners to expand their herds without worrying about labor limitations. Additionally, the system records activity data for each cow, such as artificial insemination, pregnancy checks, and vaccination. It also provides reports on the management of groups of cows under heat stress and summaries of farm management performance, such as conception rates, the number of insemination doses used per successful conception, and empty days. In 2024, more than 1,000 farmers participated in the program.



→ Installation of Sensors on the Cows’ Collars to Track Behavior in Real-time

Quality of Life Development Program for Children in Care Institutions

True, in collaboration with the Department of Children and Youth (DCY), aims to improve the quality of life for children in care institutions who must leave when they turn 18. Therefore, the program focuses on developing life skills, vocational skills, and learning outside the classroom through various activities such as providing scholarships with Panyapiwat Institute of Management, training in coffee brewing and café business, mobile video editing, and training on “Navigating the Online World” to help youth stay safe from digital threats. This prepares them for life in society effectively.

In 2024, over 1,390 youths participated, supporting and developing orphaned children from 30 care institutions nationwide.



→ Barista Career Training Activities for Youth

Cultivate Love of the Environment

Elephant Smart Early Warning Project

The “Elephant Smart Early Warning” project is a collaboration between True Corporation and the Department of National Parks, Wildlife, and Plant Conservation aimed at addressing human-elephant conflict. The project uses 4G and 5G networks integrated with AI and IoT devices to monitor over 400 wild elephants in the Kui Buri National Park, Prachuap Khiri Khan, with plans to expand to other areas in the Eastern Forest Complex (covering 5 provinces).

True has installed automatic camera traps along the forest boundaries and high-risk areas. The cameras are connected to the 4G/5G network and use AI technology to analyze images and differentiate between wild elephants and other animals. If a wild elephant is detected approaching a community area, the system sends an alert via the “Kajanurak” app to park officials, elephant pushback units, and local volunteers to help drive the elephant away. This reduces human-elephant conflicts, minimizes damage to property and crops, and promotes sustainable coexistence between humans and wild elephants.



In 2024, there were 5,754 incidents of wild elephants entering the Kui Buri National Park, but damage to crops was only 0.36%, effectively preventing nearly 100% of potential damage.

→ A Snapshot Captured by Automatic Camera Traps

Sarus Crane Conservation Project

True continues to collaborate with partners to release Thai crane species back into nature in Buriram province, while also promoting organic farming practices that are environmentally friendly. The company uses its digital platforms, such as TrueID and TrueMoney Wallet, to expand sales channels for agricultural products and provide online marketing training to help farmers increase their income from selling organic rice.

In 2024, 15 Thai cranes were born in the wild, and over 10,600 people benefited from training and knowledge-sharing activities.

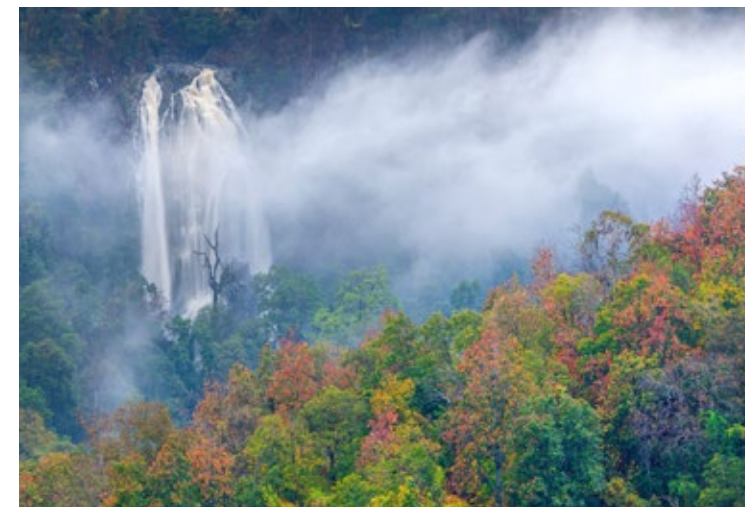


→ Activity of Releasing Thai Crane Species Back to Nature

Valuable Animals, Valuable Forests Project

True, in collaboration with Charoen Pokphand Group and the Ministry of Natural Resources and Environment, organized the “Wildlife Conservation and Environmental Awareness” photo contest, titled “Valuable Animals, Valuable Forests,” now in its 31st year. The goal is to raise awareness about the conservation of wildlife and forests in Thailand through the art of photography. The contest offers the Royal Trophy from Her Royal Highness Princess Galyani Vadhana, the Royal Family of Thailand, and the Royal Trophy from Her Royal Highness Princess Maha Chakri Sirindhorn.

In 2024, more than 50,000 Thai youth and citizens benefited from the project. You can view the valuable photographs on the social media platforms Facebook and Instagram under ‘Valuable Animals, Valuable Forests,’ and the 2024 e-book can be accessed by scanning the QR code below.



QR code to visit
the e-book

→ The Photo of the Wildlife And Forest Photo Contest Program

Rakpongprai Youth Camp Project ...In Celebrating The 60th Anniversary of Princess Sirindhorn

The project emphasizes raising awareness among students and youth about the value and importance of conserving local natural resources and the environment. Through Active Learning camp activities, participants gain hands-on experience in real natural settings. The project also prioritizes building the capacity of teachers and stakeholders to deepen their understanding and skills in conservation. In 2024, over 960 youths actively participated in tangible and sustainable environmental conservation efforts.



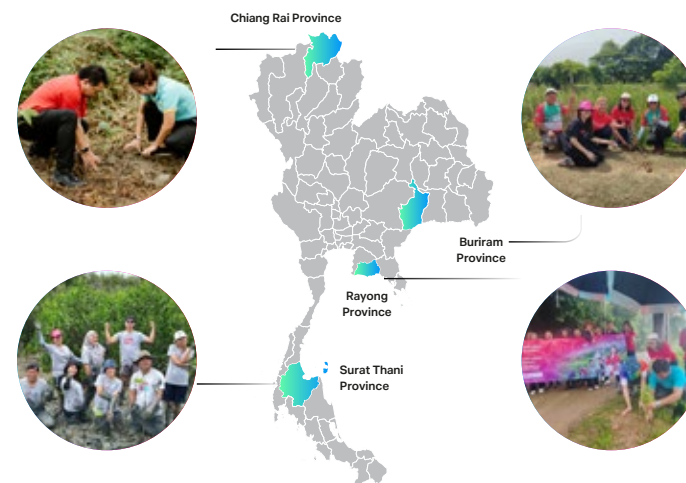
→ Rakpongprai Youth Camp

Community Engagement

True values maintaining good relationships with surrounding communities. The company has internal units that conduct surveys within the community to gather concerns and suggestions, which are used to improve operations and establish preventive measures to minimize potential future impacts.

Additionally, True organizes activities to support community needs in various areas, such as providing knowledge about electromagnetic fields (EMF) from signal towers, planting trees through the We Grow application to create green spaces in communities and contribute to reducing global warming, and educating about the use of applications like Mor Dee (a service that connects users with health experts from leading institutions online in a private setting) and reporting unsafe communication lines via the Call Center at 1242. In 2024, True held events in four provinces Chiang Rai, Buriram, Rayong, and Surat Thani where they planted 20,000 trees, with 740 employees and 2,863 community members participating, strengthening community bonds.

Tree-planting Activities with Communities Nationwide



True is committed to being a socially responsible organization by supporting communities in various forms across different areas, with the aim of sustainably improving the quality of life for the public.

Description	Amount (MB)
Community Investment	17.18
Commercial Initiative	47.34
Donation	13.41
Total	77.93

Sam Neuk Rak Ban Kerd Project

True, in collaboration with the Ruam Duay Chuay Kan Sam Nuek Rak Ban Kerd Foundation, has organized the 16th "Sam Nuek Rak Ban Kerd Farmer Awards" project under the concept "Creative Local Agriculture to Create Value for Thai Agriculture." This initiative aims to promote farmers who integrate local wisdom with technology and innovation, enhancing the value of agricultural products. It also supports organic farming and environmentally friendly practices, while sharing the success stories of model farmers to inspire the younger generation. In 2024, a total of 2,094 farmers benefited from the project.



→ Sam Nuek Rak Ban Kerd Farmer Awards Ceremony

Way Forward

True continues to focus on creating a positive impact on society through three main approaches: Cultivate Knowledge to enhance education and learning, Cultivate Virtues to promote social participation and assistance, and Cultivate Love of the Environment to support sustainability. This is achieved by integrating technology and collaboration from all sectors to drive society toward a better future.

ONE TEAM, LIVING TOGETHER, GROWING TOWARDS SUSTAINABILITY



LIVING TOGETHER

Building a Sustainable Environment

- Environmental, Climate Change Management and Biodiversity
- Responsible Supply Chain Management

Promote Environmental Awareness, Operate with Environmental Responsibility,
and Enhance Quality of Life for All

CLIMATE CHANGE ENVIRONMENTAL IMPACT MANAGEMENT AND BIODIVERSITY

2024 Target



- 16.8%** Reduce Scope 1 & 2 greenhouse gas emissions compared to the base year 2020
- 40%** Reduce water withdrawal per revenue compared to the base year 2020
- 100%** Zero e-waste to landfill

2024 Performance



- 18.5%** Achieved an 18.5% reduction in Scope 1 & 2 greenhouse gas emissions compared to the base year 2020
- 44%** Reduced water withdrawal by 44% per unit of revenue compared to the base year 2020
- 100%** Achieved Zero e-waste to landfill

Telecommunication service providers are increasing challenges related to the environment and climate change, which are the result of environmental impacts and disasters that all sectors must work together to prevent and reduce.

Therefore, environmental and climate change management is necessary, particularly energy management and greenhouse gas emissions reduction. This is because the telecommunications industry relies on energy-intensive infrastructure such as signal transmission equipment and data centers, making the transition to renewable energy costly.

Additionally, there are global regulations and standards, such as the push for Net Zero targets through the Science-Based Target Initiative (SBTi). This requires investments from both companies and their suppliers to reduce greenhouse gas emissions across the entire supply chain. It also includes climate change adaptation, such as floods and heatwaves, which can impact the stability of networks and the continuity of service provision.

Balancing business growth with environmental responsibility requires strategies for energy consumption, greenhouse gas emissions, water stewardship, waste management and biodiversity protection. It also involves defining measures, projects, and innovations to reduce impacts and manage natural resources efficiently.

Management Approach

The Company implement the climate change and environmental impact initiatives in line with the **Environmental Policy**, which is aligned with the UN Sustainable Development Goals (SDGs). The Company considers the environmental risks and impacts, developing management strategies to reduce risks and create opportunities to conduct business while progressing toward sustainability. The goal is to maintain balance and grow sustainably throughout the supply chain.

True developed the **Environmental Management System (EMS)** according to **ISO 14001:2015 standards**. We have adopted the circular economy and philosophy of sufficiency economy principles to efficiently manage available natural resources and minimize environmental impact.

Management Structure

The Company has the **Sustainability Division** responsible for setting environmental strategies and managing environmental performance in accordance with the Environment Policy and practices including monitoring performance to reduce environmental impacts, which setting key performance indicators (KPIs) for employees to drive operational achieve our targets.

We regularly track environmental performance indicators, including energy consumption, GHG emissions, water withdrawal, and waste management. This monitoring enables us to assess the effectiveness of our reduction initiatives and guide future strategies. The **Sustainability and Environmental Management System (EMS)** Steering Committee ensures alignment with the company's sustainability framework and goals.

Environmental performance is reported to the **Corporate Governance and Sustainability Committee**, which oversees sustainability across economic, social, and environmental dimensions on a regular basis to ensure continuous improvement and transparency. Additionally, the **Board of Directors oversees** environmental management at the highest level. The company also implements training programs and communication initiatives to raise employee awareness and encourage environmentally responsible practices.

Environmental and Climate Change Management Framework



2024 Performance

Energy and Climate Change Management

Currently, The growing global focus on the impacts of climate change, recognize the risks and opportunities. However, True must enhance the capabilities of its digital infrastructure by transition into a Telco-Tech company, where everything is driven and connected to electricity consumption. As a result, energy consumption and greenhouse gas emissions continue to increase.

True has joined the Task Force on Climate-Related Financial Disclosures (TCFD) to assess risks and opportunities and prepare to adapt to climate change. True has set ambitious climate goals, including achieving Carbon Neutrality (Scope 1 & 2) by 2030. In addition, True has SBTi-validated targets to reduce Scope 1&2 emissions by 42%, Scope 3 by 25% by 2030, and net-zero by 2050 (compared to the base year 2020).

Our near-term target has been validated by the Science Based Targets initiative, a leading organization that aligns corporate climate action with the Paris Agreement's goal of limiting global warming to 1.5 °C.

In addition to joining the UN Global Compact Network Thailand to declare our intention to reduce greenhouse gas emissions to Net Zero by 2050 or no later than 2070, True Group has been certified as a climate action leading organization by the Thailand Carbon Neutral Network.

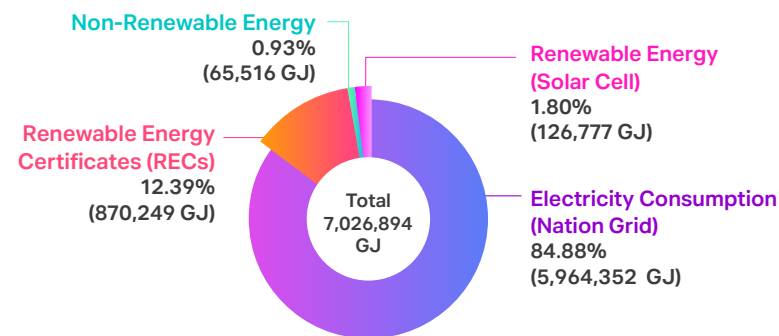
We have implemented an environmental management system in alignment with the ISO 14001:2015 standard, with 100% certification across all offices. True has established a quantified target to address energy saving by analyzing energy consumption to determine areas of significant energy use and continuous effort to track the performance of energy consumption and promote energy-saving initiatives. For example, True leverages data analytics and AI to monitor energy use at our cell towers. This allows for real-time detection of abnormalities, enabling us to take immediate corrective actions and optimize energy consumption, and environmental projects through the **Sustainability and Environmental Management System (EMS) Steering Committee**.

The Company also implements training programs and communication activities to raise employee awareness and encourage energy-saving practices.

Summary of Energy Performance 2024

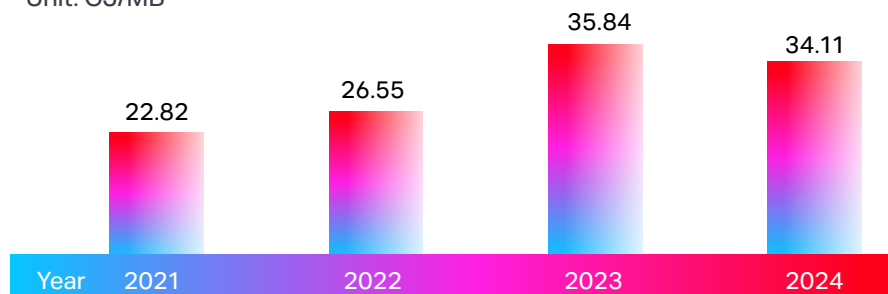
Share of Energy Consumption 2024

Unit: GJ



Energy Consumption per Revenue

Unit: GJ/MB

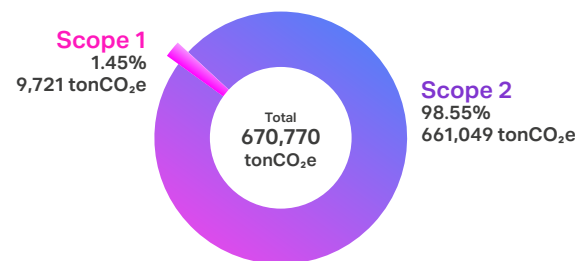


Note: 1. True Performance only from 2021-2022
2. Combined Performance True and dtac in 2023-2024

Summary of Climate Change Performance 2024

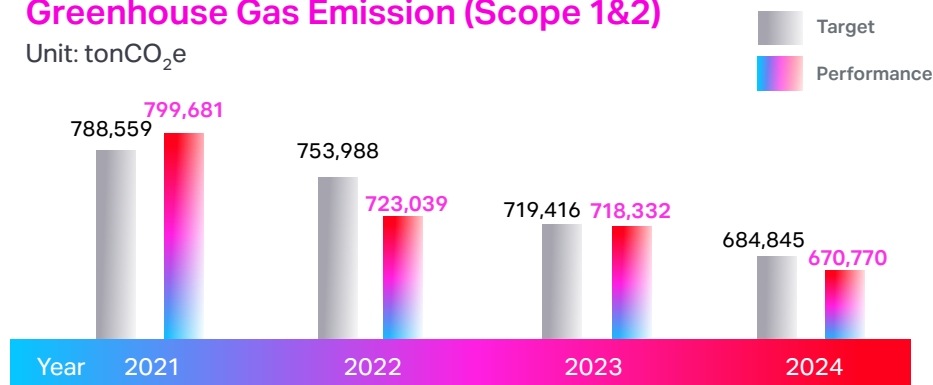
Share of Greenhouse Gas Emission (Scope 1 & 2)

Unit: tonCO₂e



Greenhouse Gas Emission (Scope 1&2)

Unit: tonCO₂e

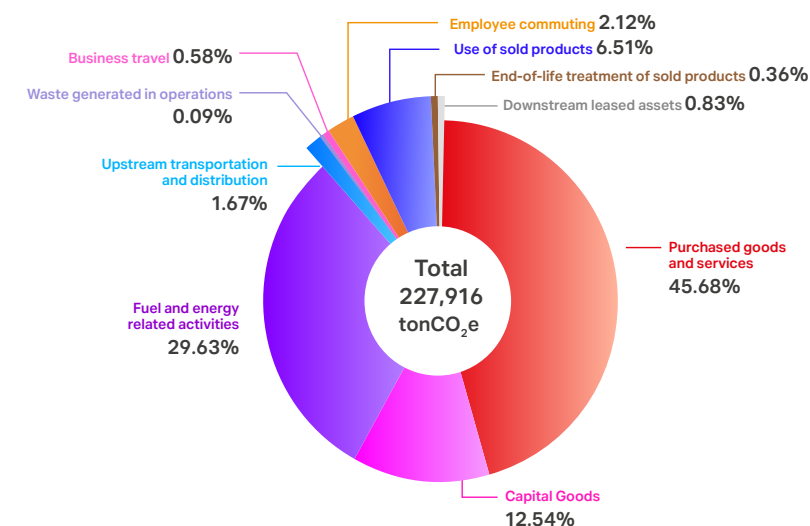


Note: Overall performance results of True-DTAC

Greenhouse Gas Emission (Scope 3)

Unit: tonCO₂e

	Category 1	Purchased goods and services	104,111	45.68%	
	Category 2	Capital Goods	28,586	12.54%	
	Category 3	Fuel and energy related activities	67,503	29.63%	
	Category 4	Upstream transportation and distribution	3,797	1.67%	
	Category 5	Waste generated in operations	201	0.09%	
	Category 6	Business travel	1,311	0.58%	
	Category 7	Employee commuting	4,826	2.12%	
	Category 11	Use of sold products	14,838	6.51%	
	Category 12	End-of-life treatment of sold products	829	0.36%	
	Category 13	Downstream leased assets	1,888	0.83%	



Energy and Greenhouse Gas Management Projects
(Scope 1 & 2)

Electricity Consumption from Solar Power

10,406 base stations and mobile switching centers equipped with solar cells
14,051 tonCO₂e/year of greenhouse gas emissions reduced

The Company continued to install solar cell panels and entered into the power purchase agreement (PPA) with business partners at more base stations and Mobile Switching Center (MSC).

In 2024, we installed 2,819 solar cells, which electricity generation 7,110 MWh/year and greenhouse gas emissions reduction 2,837 tonCO₂e/year. Since the start of the project, a total of 10,406 solar cells have been installed with a capacity of 46.15 MWp (target: 40 MWp) and 35,216 MWh/year generated, greenhouse gas emissions reduction by 14,051 tonCO₂e/year.

Additionally, solar cells have been installed on the roofs of offices, generating approximately 507 MWh of clean energy per year and reducing greenhouse gas emissions by 202 tonCO₂e/year.

Renewable Energy Certificate (REC)

241,735.75 MWh supported the use of renewable energy
96,453 tonCO₂e/year of greenhouse gas emissions reduction

In addition, True has continuously supported the electricityconsumption from renewable energy. In 2024, we purchased Renewable Energy Certificates or RECs (market based) 241,735.75 MWh of electricity consumption from Hydropower Plant under the International Renewable Energy Certificate (I-REC) standard. Reducing greenhouse gas emissions by 96,453 tonCO₂e/year.

True actively supports the carbon credit market mechanism by purchasing 1,000 tonCO₂e of carbon credits.



→ Solar Power Installation at Cell Site



→ Examples of Renewable Energy Certificates (RECs)

Energy Efficiency Management

165,039 MWh electricity saving
65,850 tonCO₂e/year greenhouse gas emissions reduction

True combined signal towers to improve network efficiency through the Network Modernization project, into a single grid. We have delved deeply into usage details in each area combined with the use of Artificial Intelligence (AI) and Machine Learning (ML) to analyze, optimize energy consumption and as the result to achieve energy efficiency.

Additionally, True installed electricity consumption efficiency energy-saving equipment or changed some equipment at base stations and exchange nodes by changing network equipment that save more energy such as high-efficiency air conditioners and improved Radio Access Network (RAN) equipment have been deployed. and upgraded the air-conditioning system to a variable refrigerant volume (VRV) or Variable Refrigerant Flow (VRF) system in office building. These efforts have resulted in 165,039 MWh/year of electricity savings and 65,850 tonCO₂e/year reduction in greenhouse gas emissions.

Internal Carbon Pricing (ICP)

600 THB/tonCO₂e internal carbon pricing

True adopted Internal Carbon Pricing (ICP) to set a shadow price at 600 THB/tonCO₂e, which assess related risks and manage costs from greenhouse gas emissions efficiently. Carbon costs are factored into project evaluations to support decision-making to select low-carbon projects at an initial phase and achieving the company’s greenhouse gas reduction goals.

Other Indirect Greenhouse Gas Management Projects (Scope 3)

Collaboration with Partners to Reduce Greenhouse Gas Emissions

77% High-spending suppliers have committed the Net Zero target

True collaborated with high-spending suppliers to reduce indirect greenhouse gas emissions (Scope 3) throughout supply chain. In 2024, 77% of high-spending suppliers have committed to the Net Zero by 2050 in line with the SBTi. True plans to expand this commitment to 100% by 2026.

Furthermore, True supports our suppliers to achieve this target together by providing GHG platform to report their greenhouse gas emissions and assisting them to reduce greenhouse gas emissions.

Innovation in Greenhouse Gas Reduction

362 million sheets/year paper reduction from True iService

3,800 tons CO₂e/year greenhouse gas emissions avoided

Paperless Service

True has continuously adopted digital platforms both within and outside our operation to reduce paper usage. AI technology is used instead of paper forms for internal approvals, with a target of 100% automation in daily operations by 2027.

For customers, True has expanded True e-billing and True e-Tax Invoice system to replace paper-based invoices and receipts. This initiative reduces paper usage by 362 million sheets/year, equivalent to 1,808 tons and helps avoid greenhouse gas emissions 3,800 tonCO₂e/year.

Smart Energy Product

True developed the TrueX application to track and manage energy usage for Smart Home customers. Using Internet of Things (IoT) technology and the Energy Analytics Platform, along with smart energy products in order to reduce electricity consumption and avoid greenhouse gas emissions.



→ Encouraging Customers to Use e-Bill & e-Tax for Reduced Paper Usage

True iService & TRUE VWORLD

True utilizes the True iService online platform to provide customer service, reducing greenhouse gas emissions by minimizing customers' fuel consumption from travel. The Company also supports the use of True Virtual World (True VWORLD) as a teleconference platform, allowing meetings with both internal and external stakeholders, reducing fuel consumption and greenhouse gas emissions from travel.

Additionally, True promotes the True Car Free Day initiative, encouraging employees to reduce emissions from commuting. In 2024, 1,065 employees participated in the program, reducing 627 gCO₂e/day.



→ TrueX Application Integration with Smart Products to Enhance Energy Efficiency

Way Forward



- Reduce direct and indirect greenhouse gas emissions (Scope 1 & 2) by 21% by 2025 compared to base year 2020 in alignment with SBTi
- Increase the proportion of clean energy usage by expanding the capacity of solar cell installations, aiming for a cumulative capacity of no less than 45 MWp by 2025 and 49 MWp by 2026
- Reduce other indirect greenhouse gas emissions (Scope 3) by encouraging 100% of high-spending suppliers to set Net Zero target in alignment with SBTi

Water Management

Although the telecommunications sector does not primarily use water in its operations, True recognizes the importance of water resources and the risks associated with water scarcity. True has assessed water scarcity risks in our areas by using the AQUEDUCT tool from the World Resource Institute (WRI) and set a target to reduce water withdrawal per revenue by 42% by 2030, compared to the base year 2020.

Additionally, True has a water management plan, which includes setting water withdrawal targets, improving water efficiency through various projects, and promoting water conservation efforts, covering all office buildings (100%). These efforts are carried out through an environmental management system based on the ISO 14001:2015 standard, along with continuous tracking of water withdrawal by the Sustainability and Environmental Management System (EMS) Steering Committee to assess water use, improve water efficiency, and implement water conservation plans. The company communicates these efforts to all employees through training programs, awareness activities, and internal communications to encourage responsible water usage across all units. We have also worked with a building manager to ensure that wastewater discharged from the office building is treated according to the standard required by law. As a result, no cases of non-compliance or complaints from the surrounding community were reported in 2024.

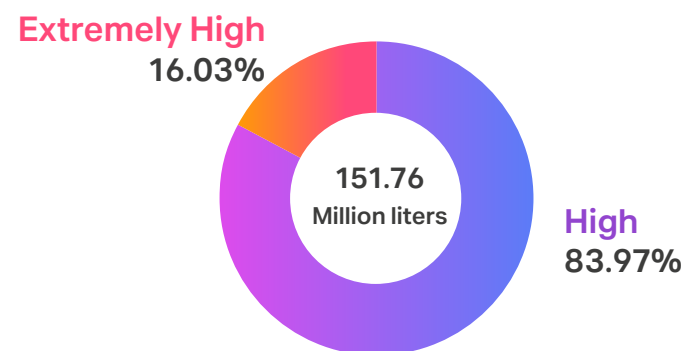


→ The AQUEDUCT Tools by the World Resources Institute (WRI) for Evaluating Water Stress

Water Management Performance in 2024

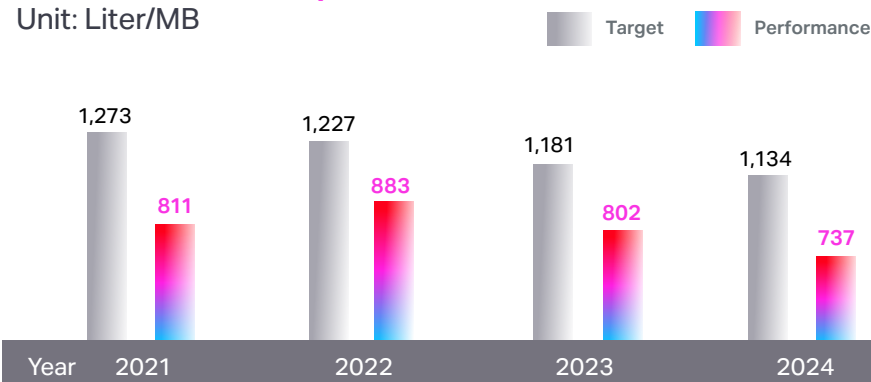
Proportion of Areas with Water Stress

True consumed 151.76 million liters of municipal water, with 83.97% sourced from units located in high-risk areas and 16.03% from those in extremely high-risk areas.



Water Withdrawal per Revenue

Unit: Liter/MB



Note: 1. True Performance only from 2021-2022
2. Combined Performance True and dtac in 2023-2024

Water-Saving Equipment Installation and Upgrades

True expanded the installation of VRV (Variable Refrigerant Volume) or VRF (Variable Refrigerant Flow) air conditioning systems in buildings and implemented water-cooling air conditioning systems in offices. Additionally, water-saving sensor devices were installed in office facilities. In 2024, we managed to reduce water withdrawal by 10.9 million liters per year.

Water Reuse Projects

True implemented water reuse initiatives by collecting wastewater from offices that is still in good condition (e.g., for watering plants around buildings) to reduce water consumption and maximize resource efficiency. The treated wastewater is further processed through a filtration or recycling system before being reused, with the reused water directed only to endpoints that do not involve human contact. These efforts led to a reduction in municipal water supply by over 1.9 million liters per year.

True reduced the water withdrawal by more than 12.8 million liters per year.

Way Forward

- Explore innovative technologies to help manage water and further reduce water withdrawal
- Increase the proportion of water reuse and recycling (Water Reuse / Water Recycling)

Waste Management

The rapid advancement of digital technology has led to an increase in consumer usage and the constant need to upgrade devices to keep up with these changes. As a result, many electronic devices are replaced before they reach the end of their useful life, leading to a large accumulation of e-waste, which is expected to continue growing. Improper disposal of this waste can negatively impact health and the environment.

As a technology service provider, True is continuously developing and expanding its network. True takes responsibility for addressing this issue by managing the waste generated, particularly e-waste from its business operations such as network equipment, computers, batteries, by tracking and recording waste type and weight to improve efficiency and monitor progress toward waste reduction goals.

True also encourages customers to dispose of their e-waste at designated points in collaboration with partners. The Company applies circular economy principles and 3Rs framework (Reduce, Reuse and Recycle) to minimize waste and maximize resource efficiency throughout the supply chain. True is committed to achieving zero e-waste to landfill and utilizing 100% recyclable or biodegradable packaging in its operations and activities by 2030.

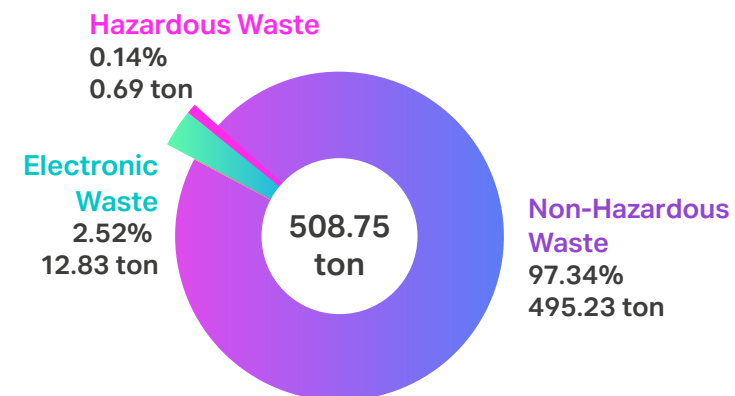
Additionally, True handles general office waste such as plastic bottles, paper and food waste, as well as hazardous waste like ink cartridges and chemical pens. The Company promotes waste management through an environmental management system according to ISO 14001:2015 standards, communicates this through internal campaigns and training to raise employee awareness about waste separation and reducing the use of single-use plastics, ensuring that as much waste as possible is recycled or reused. Waste that is not reusable or recyclable will be disposed of properly without harming the environment.



Waste Management Performance in Own Operation 2024

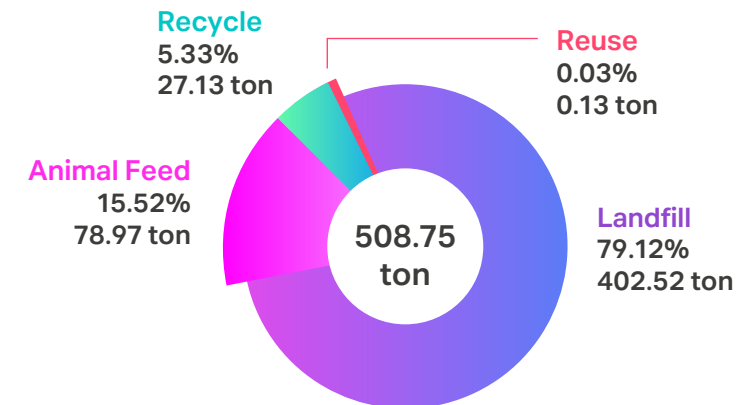
Share of Waste Generated

Unit: Ton



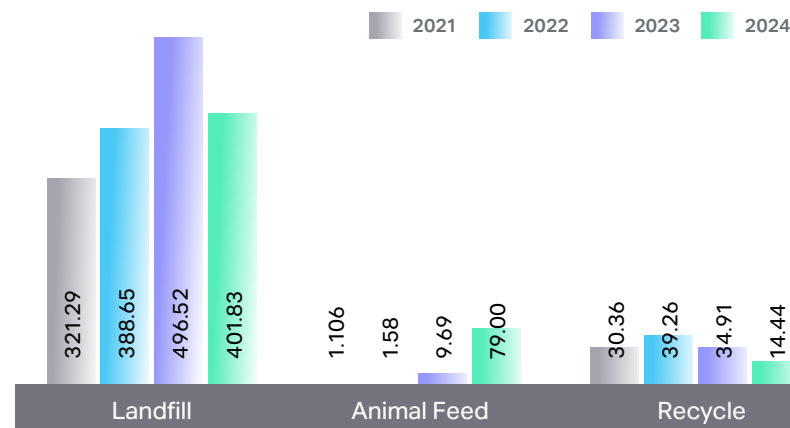
Share of Waste Disposal

Unit: Ton



Non-Hazardous Waste Disposal

Unit: Ton

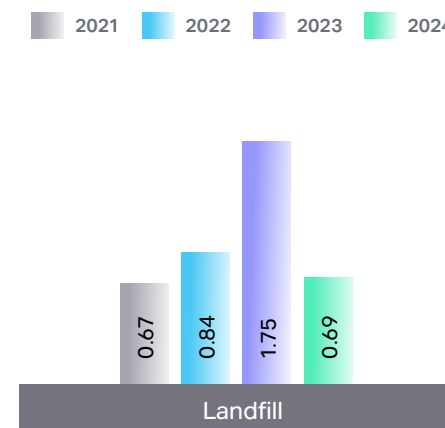


Note:

1. True Performance only from 2021-2022
2. Combined Performance True and dtac in 2023-2024
3. Total waste disposal was disposed offsite the company
4. The disposal of hazardous waste and e-waste through landfill is limited to hazardous waste only

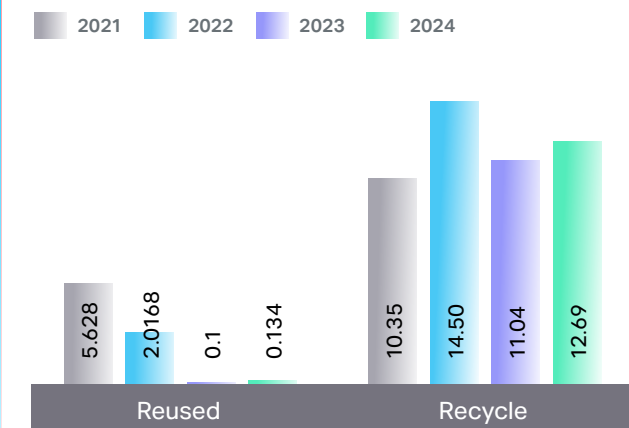
Hazardous Waste Disposal

Unit: Ton



Electronic Waste Disposal

Unit: Ton



Electronic Waste (e-Waste) Management

Operational e-Waste Management

Reusing e-Waste (Reuse)

134 kg of e-waste to reused

The development, improvement, and expansion of the network to meet customer demands are carried out with consideration of the environmental impact from e-waste generated by business operations, including network equipment, computers, and batteries, which were either repurposed or recycled. For devices that were no longer usable, True collaborated with authorized partners to ensure proper recycling or disposal.

In 2024, True also donated 79 used but well-functioning computers and laptops, weighing 134 kg, to organizations such as the Autism Foundation, Sustainable Organic Farming Group, and various schools, promoting the reuse of resources.



Three Customer e-Waste Management Projects

1. Easy Trade (Reuse)

46,318 Sets of old mobile phones traded in for new ones

True has implemented incentive-based measures to support its product takeback through the Easy Swap/Easy Trade program, customers were encouraged to trade in their old mobile phones for new ones. In 2024, over 46,318 old phones or more than 5.56 metric tons were collected, 100% of which were reused, thereby promoting efficient resource use.

2. e- Waste HACK BKK 2024 (Recycle)

True launched the e-Waste HACK BKK 2024 initiative in partnership with the Swedish Embassy in Thailand, King Mongkut's Institute of Technology Ladkrabang, and Total Environmental Solutions (SK Tes Thailand). The program invited young innovators to propose with creative ideas for recycling e-waste and developing innovations that benefit society, further helping reduce e-waste, create value and raise customer awareness about proper e-waste management.



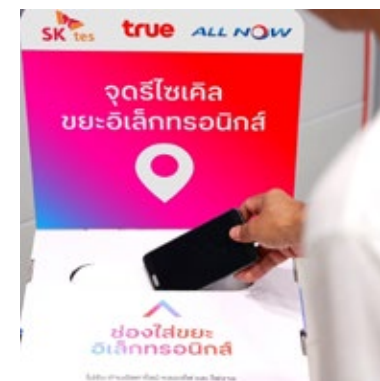
3. e-Waste TinkTookTee DtorJai (Recycle)

7,160 Pieces of e-Waste collected from customers 344 Cumulative Locations e-Waste drop-off points

True has set a target of achieving zero e-waste to landfill by 2030. The company has expanded its "e-Waste TinkTookTee DtorJai" program by adding e-Waste drop points and awareness signage for customer at True Shops, True Sphere, and dtac service centers nationwide. In addition, True has also collaborated with 11 leading brands to offer exclusive "Drop for Reward" privileges to valued True and dtac customers, which aims to raise customer awareness and foster participation in responsible e-waste management.

In 2024, 344 cumulative collection points were established, collecting 7,160 pieces of e-waste, weighing over 2.91 metric tons, with 93.61%, equivalent to 2.73 metric tons, originating from products sold. 100% of the e-waste collected has been properly reused and recycled. True ensures that the e-waste collected is properly recycled by tracking and collaborating with All Now Logistics for collection and transport and Total Environmental Solutions (SK Tes Thailand) for recycling, adhering to international standards. Upholding the highest standards, our recycling partner maintains R2v3 and ISO 14001:2015 certifications, ensuring zero e-waste to landfill. True has also implemented a system to track the volume of e-Waste generated from product sales, enhancing oversight and supporting more effective target-setting. In 2025, True aims to expand the cumulative number of e-waste drop points to 450 boxes and to collect up to 20,000 pieces of e-waste.

Through the Easy Trade and e-Waste Tinktooktee Dtor Jai programs, True collected e-waste in 2024, representing 5.67% of the total number of products sold, equivalent to 8.29 metric tons of e-waste that was properly managed. Through these initiatives, True reduced its environmental impact while encouraging customers to contribute to responsible e-waste management. These efforts aim to maximize the use of the generated waste while supporting sustainable and green products.



Waste Management

Say No To Plastic Bottles Project (Reduce)

392,608 bottles/year Reduced

6,674 kg/year Weight of plastic bottles reduced

True has expanded a campaign to reduce plastic bottle waste in the office under the Say No To Plastic Bottles initiative, encouraging employees to replace single-use plastic bottles with personal bottles. The water provided comes from a high-quality, world-class water production system. In 2024, the initiative successfully reduced plastic bottle usage by 392,608 bottles, which translates to a weight reduction of 6,674 kg of waste per year compared to before the launch of the initiative.

Use of Environmentally Friendly Packaging (Reduce)

824,400 bags Reduced

At True Shops, we use recycled paper bags as environmentally friendly packaging alternatives to plastic bags. This initiative encourages a shift in attitudes toward environmentally conscious consumption. In 2024, the Company reduced plastic bag usage by 824,400 bags.

Reuseable or Biodegradable Packaging Project (Reduce)

True aims to reduce plastic packaging or shift to packaging that can be reused or biodegraded to help reduce plastic waste and environmental impact. For example, the Company redesigned the packaging for its Ready To Go SIM card to only use paper, while the external plastic packaging was replaced with biodegradable materials. The Company continues to promote the use of sustainable products and green products consistently.



→ Design of Biodegradable SIM Card Packaging

Compliance with Environmental Laws

Through the implementation of its environmental management system, the Company ensures compliance with relevant environmental laws and regulations. It also regularly listens to stakeholders' concerns regarding environmental issues.

In 2024, the Company did not encounter any significant environmental impacts related to the operation of its signal tower network and received no environmental complaints or legal actions. Customers can communicate or share feedback via customer service centers at 1242 and 1678.



→ Use of Recycled Paper Bags as Alternatives to Plastic Bags

Way Forward



- Collaborate with partners to expand the "e-Waste TinkTookTee DtorJai" initiative and collect an additional 20,000 e-waste items by 2025.
- Develop smart e-waste bins that use AI technology to sort waste from other materials, enabling faster and more accurate processing before recycling or proper disposal.

Biodiversity and Efforts Against Deforestation

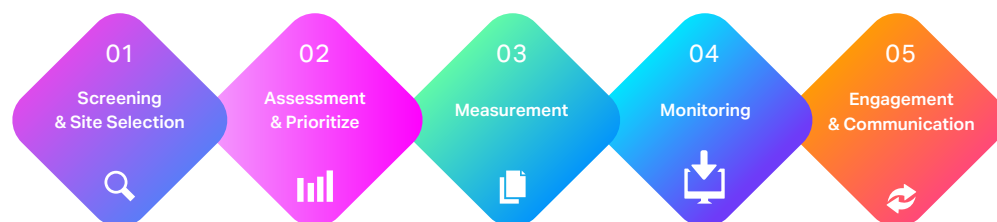
The crisis of biodiversity loss is one of the three major environmental emergencies globally, alongside climate change and pollution. In its business operations throughout the value chain, there is an opportunity to impact ecosystems and biodiversity. True recognizes the importance of this issue.

True has therefore announced a policy to show its commitment and set a goal of not causing any net loss in biodiversity value, and to promote projects that have a net positive impact on biodiversity wherever possible, without negatively affecting forest areas. True will also aim to restore or plant trees to compensate for any tree losses resulting from current or future operations by 2030.

Additionally, True has joined forces with the Global Compact Network Thailand to support the sustainable and fair management and utilization of biodiversity throughout the supply chain. The company will also collaborate in the restoration and mitigation of biodiversity loss through technology.

True has established a framework to assess risks and impacts related to biodiversity to manage and reduce the negative impacts to the minimum. In the case of negative impacts, True will assess the potential consequences and establish corrective action plans based on the biodiversity management approach, which includes avoidance, reduction of impact, restoration, and compensation. This is done through collaboration with external organizations to promote and conserve species, as well as ecosystems that serve as habitats for wildlife, through various projects.

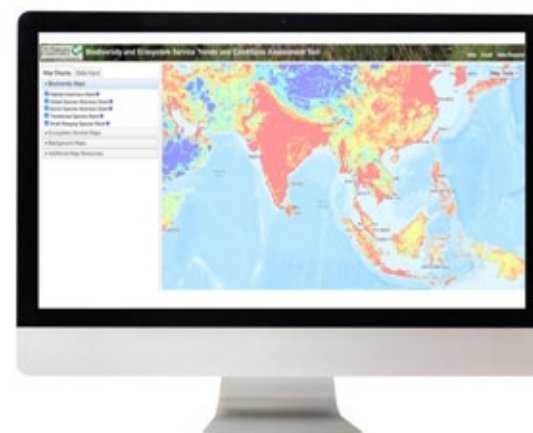
Biodiversity and Efforts against Deforestation Risk and Impact Assessment



Process	Detail
1. Screening & Site Selection	Determine the scope of study areas and do the pre-screening of the operational sites that have potential impact.
2. Assessment & Prioritize	• Select the potential sites and compare with the significant conservation or biodiversity areas, by applying the biodiversity programs such as the Biodiversity and Ecosystem Service Trends and Conditions Assessment Tool (BESTCAT), WWF Biodiversity Risk Filter Suite (WWF), and Integrated Biodiversity Assessment Tool (IBAT) • Review and prioritize the metrics • Set the assessment criteria to classify and rate the risk areas
3. Measurement	If the operational sites are located close by the very high-risk level conservation or biodiversity, those sites must have the mitigation that hierarchy as follows: 1. Avoidance, 2. Reduce, 3. Restore, and 4. Offset
4. Monitoring	Monitor and validate the mitigation hierarchy and disclose the progress of implementation.
5. Engagement & Communication	Engage and communicate with stakeholders to operate business without affecting any biodiversity and mitigate deforestation risks

Biodiversity Impact Assessment

True monitors and assesses biodiversity using BESTCAT, WWF and IBAT



Biodiversity and
Zero Deforestation Policy



Biodiversity and
Zero Deforestation Assessment



Collaboration with Stakeholder to Protect Ecosystem and Biodiversity

We Grow Together Project

6,266,127 trees grown recorded in the WE GROW application

True continues to promote tree planting through the WE GROW app to restore ecosystems, provide habitats for various species, increase green spaces, and absorb carbon dioxide.

In 2024, the app recorded a total of 6,266,127 trees, which have absorbed 332,132 tons of CO₂.

True Smart Early Warning System

400 elephants in national parks being monitored with True Smart Early Warning System

True co-ordinated with the Faculty of Computer Science and Information Technology of Rambhai Barni Rajabhat University developed AI technology by applying the smart early warning system for wild elephants and creating Khachanurak application to monitor and identify only wild elephants together with location data, to send to a cloud storage, and then notify officers or responsible people in the communities.

In 2024, there were no reported damages, and the system helped resolve conflicts between humans and elephants through the "True Smart Early Warning System" project.

Thai Crane Conservation Project

163 Cumulative numbers of Thai cranes returned to nature

True, in collaboration with The Zoological Park Organization of Thailand and other partners, signed a Memorandum of Understanding to open a conservation center for wetland areas and Thai cranes in Buriram Province. The project involves releasing Thai cranes back into the wild, with plans to expand to other provinces.

In 2024, 15 new Thai cranes were born in the wild, bringing the total population to 163 cumulative numbers of Thai cranes.



→ Forum on Finance for Biodiversity – Fin4Bio: True's Commitment to Protect Ecosystems and Biodiversity



→ The We Grow Application: Tracking the Number of Trees Planted



→ True Smart Early Warning System: Helping Resolve Conflicts Between Humans and Elephants

Way Forward



In 2025, True plans to collaborate with stakeholders to conserve biodiversity and implement tree planting initiatives, focusing on areas at risk for biodiversity. This will contribute to increasing green spaces and maintaining ecosystems. An efficient tracking system will also be established to ensure the success of these initiatives.

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

2024 Target



100%

of significant tier-1 suppliers undergo onsite ESG audits

2024 Performance



100%

of significant tier-1 suppliers underwent onsite ESG audits in 2024



Telecommunication service providers face significant challenges in building a responsible supply chain, particularly in promoting sustainability, sourcing raw materials ethically, and complying with global supplier requirements. Managing indirect greenhouse gas emissions (Scope 3) is complex, as it requires collaboration with suppliers to reduce carbon footprints without impacting costs. Additionally, ensuring fair labor standards, protecting human rights, and sourcing raw materials without negative impacts across multi-tier supply chains is challenging due to a lack of transparency and varying regulations in different countries. Cybersecurity risks and data breaches are also critical concerns, as telecommunications networks rely on hardware, software, and service suppliers from multiple sources. Balancing innovation, cost, and sustainability while mitigating these risks requires strong governance, transparent reporting, and strategic collaboration with business partners

Management Approach

Business Partner Code of Conduct

The Company has established the **"Business Partner Code of Conduct"** to ensure that suppliers and business partners adhere to ethical and sustainable business practices while also encouraging them to adopt similar approaches. This serves as a key tool for effectively and sustainably managing the supply chain

Management Structure

The Company has established a **Corporate Governance and Sustainability Committee** responsible for overseeing the efficient management of the supply chain. Its operations adhere to legal and regulatory requirements while emphasizing the principles of good corporate governance, social responsibility, environmental conservation, and anti-corruption on a continuous basis.

Responsible Supply Chain Management Strategy

1. Develop the capabilities of suppliers and business partners to operate sustainably and produce high-quality products.
2. Promote the use of technology and innovation in operations.
3. Strengthen collaboration with suppliers and business partners to enhance efficiency and cost management.
4. Manage the supply chain in alignment with sustainability principles and the company's business direction.
5. Integrate sustainable business practices based on ESG principles throughout the supply chain for suppliers and business partners.

Additionally, suppliers must source high-quality raw materials from reputable sources and must not accept materials from production sites involved in human rights violations or subject to trade sanctions. This includes tin (Sn), tantalum (Ta), tungsten (W), and gold (Au) sourced from mines in countries with human rights violations in Africa, in accordance with the organization's guidelines.

Supplier Selection Criteria

The Company has established the following criteria for selecting new business partners:

1. Completion of a self-assessment on environmental, social, and governance (ESG) aspects through an online system based on specified criteria.
2. The partner signs an acknowledgment of the Business Partner Code of Conduct.
3. The partner passes a risk assessment related to country-specific risks, industry risks, and product quality risks.
4. The partner undergoes an inspection of their operations or facilities.

Identification of Key suppliers and at-risk partners

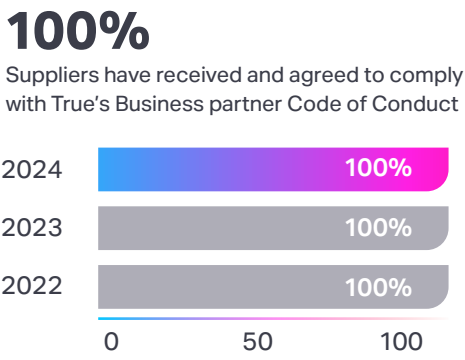
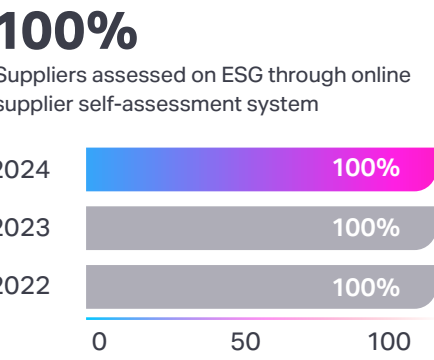
Suppliers who meet all the criteria for selecting all new suppliers will undergo a process to identify Significant tier-1 Suppliers and Significant tier-1 High-Risk Suppliers, with criteria set for selection based on 4 criteria, which are:

1. Suppliers who deliver high-value products and services, analyzed by 'Spending Analysis' model.
2. Suppliers who deliver core products and services to the Company.
3. Suppliers with few competitors.
4. Suppliers with high-risks associated with environmental, social, and governance (ESG) concerns and human rights in the supply chain.

2024 Performance

As of 2024, the Company has 1,521 Total number of suppliers assessed via desk assessments/on-site assessments 49 suppliers Tier-1 suppliers of which, 43 suppliers are significant Tier-1 suppliers (including 9 significant Tier-1 Suppliers with high risks) and 6 significant non-Tier-1 suppliers (including 3 significant non-Tier-1 suppliers with high risks) under the ESG criteria. The significant supplier accounts for 85% of total procurement, covering 98 product and service categories verified by third party.

The self-assessment results of suppliers on environmental, social, and governance (ESG) aspects have been completed through an online system based on specified criteria. Additionally, the suppliers have signed an acknowledgment of the Business Partner Code of Conduct.



Supplier assessments

- 1. Self-Assessment by Suppliers**
Suppliers are required to complete a self-assessment based on the company's provided guidelines and forms. The submitted information is subject to a desktop review by the company to verify its accuracy and ensure alignment with internal policies and standards.
- 2. Procurement Audit**
For suppliers classified as low-risk, on-site audits are conducted by the company's internal procurement team. These audits aim to confirm that the suppliers' products, services, and operational processes comply with the company's standards on quality, sustainability, and ethical business practices.
- 3. External Audit (Third-Party On-Site Audit for High-Risk Key Suppliers)**
The company engages third-party evaluators to conduct on-site audits of key suppliers, including high-risk key suppliers and indirect key suppliers. These audits follow ESG (Environmental, Social, and Governance) guidelines to assess risks related to economic performance, social responsibility, environmental impact, and management practices. In 2024, 100% of key suppliers — including both high-risk and indirect key suppliers were audited. The audit findings primarily revealed social issues, especially concerning occupational health and safety. For instance, several suppliers lacked evidence of fire evacuation drills. In response, the company has mandated the implementation of regular fire drills and the development of comprehensive emergency response plans.

Results of Significant Suppliers On-site Audit Assessment in 2024

Results of Significant Suppliers On-site Audit Assessment	Economic Impact Assessment	Social Impact Assessment	Environmental Impact Assessment
Number of suppliers assessed with substantial actual/potential negative impacts and agreed a corrective/improvement plan	1 supplier	21 suppliers	4 suppliers
Number of suppliers supported in corrective action plan implementation	1 supplier	21 suppliers	4 suppliers
Number of supplies' contract review	0 supplier	0 supplier	0 supplier

- Based on the audit results, the Company will implement the following actions:
- 1. Provide Evaluation Reports and Corrective Action Plans :** The Company will send the evaluation report and proposed corrective actions to the suppliers.
 - 2. Follow Up on Improvements and Suggestions :** The Company will track the progress of improvements and the implementation of the suggested corrective actions.
 - 3. Training on Sustainability :** The Company will conduct training sessions for suppliers on sustainability practices.
 - 4. Establish Feedback Channels :** The Company will open channels for suppliers to provide feedback and share their views.

To ensure that suppliers operate according to the established standards, if significant ESG-related risks are identified, the Company will conduct a review with the supplier to identify the root causes and establish corrective actions. A follow-up assessment will be carried out to ensure compliance with the required standards.

- High-Risk Suppliers will undergo an audit every year.
- Medium and Low-Risk Suppliers will be assessed every 3 years.

If a supplier fails to implement the required corrective actions as specified by the company, the company will consider discontinuing orders or terminating the contract

Supplier Development

True Suppliers Day 2024: Business Partner Audit Programs

True organized its annual seminar, "True Suppliers Day 2024: Business Partner Audit Programs", with key suppliers to inform them of the company's sustainability goals and initiatives. The seminar focuses on promoting energy conservation, workplace safety, and encouraging suppliers to operate in accordance with sustainability principles. Through this event, True aims to engage suppliers in understanding and aligning with the company's vision for long-term environmental, social, and economic sustainability.

True Supplier Forum 2024: Transition to Net Zero



The Company organized the "True Supplier Forum 2024: Transition to Net Zero" for its key suppliers. The purpose of the event was to raise awareness about regulations and strategies for reducing greenhouse gas emissions within organizations. The forum also provided information about True's own plans for reducing its carbon footprint. Additionally, the event encouraged active participation from key suppliers to drive collaborative efforts toward achieving the company's sustainability goals and advancing the transition to net-zero emissions.

Way Forward



To meet societal expectations regarding environmental impact management, the company has encouraged its suppliers to work toward **the Net Zero goal by 2050**. This involves collaborating with partners to set targets for reducing greenhouse gas emissions in the supply chain (Scope 3), following the Science-Based Targets initiative (SBTi) principles. The Company has also developed the **"Greenhouse Gas Emissions Data Platform"** to support the collection and calculation of greenhouse gas emissions, including direct emissions (Scope 1), indirect emissions (Scope 2), and external emissions (Scope 3). The goal is to ensure that all parties work together to successfully achieve the Net Zero target.

APPENDIX

GRI STANDARDS 2021 INDEX
UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)
UNGC COMMUNICATION ON PROGRESS (COP) - ADVANCED LEVEL

GRI 2-2, 2-3, 2-4, 2-5

ABOUT THIS REPORT

Objective of the Report

True Corporation Public Company Limited's Sustainability Report is published annually to communicate its commitment and to convey information about its operations and sustainable development performance to the stakeholders in a transparent manner.

Reporting Framework

- This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021, which is internationally recognized for material topics disclosure.
- The report has been prepared in accordance with the 17 United Nations Sustainable Development Goals, the 10 Principles of the UN Global Compact, and the advanced level of the 21 UN Global Compact Communication on Progress, as well as the Philosophy of Economic Sufficiency.

Reporting Scope

This report outlines the sustainability performance of True Corporation Public Company Limited (True) for the Fiscal Year 2024 (January 1, 2024 – December 31, 2024). It covers the Company's performance across economic, social, and environmental dimensions and aims to communicate key sustainability issues with stakeholders following the business amalgamation in March 2023. There have been no changes to the reporting scope compared to last year.

Reporting Boundary

The report's boundary encompasses companies within the True in which the Company holds more than 50% of shares and can exert operational control. These include four core businesses: mobile phones (TrueMove H and dtac), internet (TrueOnline), pay TV subscription (TrueVisions), and digital platforms and services (True Digital Group). The reporting boundary aligns with that of the financial statements in the Company's Annual Report 2024, and additional information can be referenced from the Annual Report and Company Website.

External Assurance

The major indicators disclosed in this report have been verified for accuracy by an external auditor in accordance with the **GRI Standards 2021**, as well as the International Standard on Assurance Engagements (**ISAE 3000**) and **ISAE 3410**.

Details of the 2024 indicators that were verified can be found in the appendix of this report.



Contact Channels

The Company welcomes suggestions from all stakeholders to integrate into its ongoing operational improvement process. Please contact the Sustainability Development Department.

True Corporation Public Company Limited

18 True Tower, Ratchadapisek Road,
HuaiKhwang, Bangkok 10310, Thailand

Tel. 02-859-1111



Independent Assurance Statement

Introduction and Engagement

TRUE CORPORATION PUBLIC COMPANY LIMITED (hereafter 'TRUE') commissioned TÜV NORD (Thailand) Ltd. (hereafter 'TUVN') for Sustainability Assurance Engagement. TUV NORD provides independent assurance on TRUE's sustainability report, (hereinafter 'the Report'), for the applied reporting period for the calendar year 2024. This assurance engagement was conducted against the Global Reporting Initiative Standards with a limit level of assurance and TUV NORD's verification procedure is based on current best practice, is in accordance with ISAE 3000 and ISAE 3410. The Report covers TRUE's Sustainability Report for the period 1st January 2024 to 31st December 2024. The desk review, all verification activities and interviews were conducted during in March, with an additional onsite verification of specific disclosures conducted in July 2025.

Scope, Boundary and Limitations of Assurance

- The scope of the assurance includes Sustainability Report indicators in the report as specified disclosures required by GRI. In particular, the assurance engagement includes the following:
- Verification of the Report content, principles as mentioned in the GRI Standards,
 - Review of the policies, initiatives, practices, and performance described in the Report,
 - Verification of the reliability of the GRI Standards Disclosure on the Environmental and Social indicators and GRI's sector guidance - TELECOMMUNICATION SECTOR SPECIFIC INDICATORS (disclosures are tabulated below)
 - Specified information was based on the materiality determination and needs to be meaningful to the intended users,
 - Confirmation of the fulfilment of the GRI Standards 2021, as declared by the management of TRUE.

The independent assurance is not meant to provide any consultation to the reporting organization. However, stated requests for clarifications and/or corrective actions may provide input for improvement of the sustainability report. The sustainability report boundary encompasses.

The reporting aspect boundaries are set out in the Report covering the sustainability performance of 4 mains businesses and group investment structure in line with TRUE PUBLIC COMPANY LIMITED's Annual Report 2024.

Our engagement did not include an assessment of the adequacy or the effectiveness of TRUE's strategy or management of sustainability related issues. During the assurance process, TUVN did not come across the limitations to the scope of the agreed assurance engagement. No external stakeholders were interviewed as part of the sustainability engagement for the reporting period.

Verification Methodology

- This assurance engagement was planned and carried out in accordance with the GRI Standards, ISAE 3000 and ISAR 3410. The Report was evaluated against the following criteria,
- International Standard on Assurance Engagement ISAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information and ISAE 3410 Assurance Engagements on Greenhouse Gas Statements
 - Application of the principles and requirements of the Global Reporting Initiative Standards.

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TUVNORDGROUP



- During the assurance engagement, TUVN adopted a risk-based approach, concentrating on verification efforts on the significant TRUE's context and its stakeholders. TUVN has sample locations namely some network locations, office locations and some shop locations, while all locations were verified by remote technic. TUVN verified the statements and claims made in the Report and assessed the robustness of the underlying data management system, information flows and controls. In doing so
- TUVN reviewed the approach adopted by TRUE for the stakeholder engagement and materiality process. TUVN performed limited internal stakeholder engagement to verify the qualitative statements made in the Report;
 - TUVN verified the sustainability-related statements and claims made in the Report and assessed the robustness of the data management system, information flow and controls;
 - TUVN examined and reviewed the documents, data and other information made available by TRUE for the reported disclosures including the Disclosure on Management Approach and performance indicators;
 - TUVN conducted interviews with key representatives including data owners and decision-makers from different functions of the Company during the verification;
 - TUVN performed sample-based reviews of the mechanisms for implementing the sustainability related policies, as described in TRUE's Sustainability Report;
 - TUVN verified sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report for the reporting period;

Opportunities for Improvement

There is not any opportunity raised in this reporting period.

Conclusions

- The Report was prepared based on the GRI Standards Reporting Principles and Standard Disclosures 'in accordance' with the GRI Standards 2021. In our opinion, based on the scope of this assurance engagement, the disclosures on sustainability performance reported in the Report along with the referenced information provides a fair representation of the material aspects, related strategies, and performance indicators, and meets the general content and quality requirements of the GRI Standards 2021.
- Disclosures: TUVN is of the opinion that the reported disclosures generally meet the GRI Standards reporting requirements for 'in accordance'- Core reporting criteria. Organization refers to general disclosure to report contextual information about an organization while the Management Approach is discussed to report the management approach for each material topic.
 - Topic Specific Standard: TUVN is of the opinion that the reported specific disclosures for each material topic generally meet the GRI Standards reporting requirements for 'in accordance'- Core reporting criteria.

The below material aspects were verified by the assurance team:

Material aspects	GRI Disclosure Number
Approach to stakeholder engagement	GRI 2-29
Energy consumption within the organization	GRI 302-1
Water withdrawal	GRI 303-3 (2018)
Direct (Scope 1) GHG emissions	GRI 305-1
Indirect (Scope 2) GHG emissions	GRI 305-2
Indirect (Scope 3) GHG emissions • Cat.1 Purchased Goods and Service • Cat.3 Fuel and energy-related activities • Cat.11 Use of sold products	GRI 305-3
GHG emissions intensity	GRI 305-4
Waste generated.	GRI 306-3 (2020)
Waste diverted from disposal	GRI 306-4 (2020)
Waste detected to disposal	GRI 306-5 (2020)
Average hours of training per year per employee	GRI 404-1

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Material aspects	GRI Disclosure Number
Percentage of employees receiving regular performance and career development reviews	GRI 404-3
Work-related injuries	GRI 403-9(2018)
Work-related ill health	GRI 403-10(2018)
Ratio of basic salary and remuneration of women to men ***	GRI405-2(2016)
Quantify the level of availability of telecommunications products and services in areas where the organisation operates	GRI PA 4
Number and types of telecommunication products and services provide to and used by low- and no-income sectors of the population. Provide definitions selected (Telecommunications Sector Supplement: Providing Access)	GRI PA 5

*** Additional verification on material aspect in July 2025

On the basis of the procedures we have performed, nothing has come to our attention that causes us to believe that the information subject to the limited level assurance engagement was not prepared, in all sustainability information is not reliable in specific topics, with regards to the reporting criteria, in all material topics in accordance with the GRI Standards 2021 reporting guidelines and requirements, or that the sustainability information is not reliable in specific topics, with regards to the reporting criteria.

TUVN has evaluated the Report’s adherence to the following principles with respect to the requirements of the GRI Standards, Stakeholder identification and engagement is carried out by TRUE on a periodic basis to bring out key stakeholder concerns as material aspects of significant stakeholders. The materiality assessment process considering material topics that are internal and external to the Company’s range of businesses. The Report fairly brings out the aspects and topics and its respective boundaries of the diverse operations of TRUE. The Report has fairly disclosed the General and Specific Standard Disclosures and adequately captured and environment and has taken several measures to reduce the impact including the Disclosure on Management Approach, covering the sustainability strategy, management approach, monitoring systems and sustainability performance indicators against the GRI Standards. It was reported in a neutral tone, in terms of content and presentation. The majority of the data and information was verified by TUVN’s assurance team with remote technic interviews and verification.

In our view, the Report could adhere to Inclusivity, Materiality, Responsiveness, Impacts, Completeness, Neutrality, Relevance Sustainability context, Accuracy, Reliability, Comparability, Clarity and Time frame.

TUVN’s responsibility regarding this verification is in accordance with the agreed scope of work which includes non-financial quantitative and qualitative information (Sustainability Performance – environmental and social indicators) disclosed by TRUE in the Report. This assurance engagement is based on the assumption that the data and the information provided to TUVN by TRUE are complete and reliable.

TUVN expressly disclaims any liability or co-responsibility for any decision a person or entity would make based on this Assurance Statement. The intended users of this assurance statement are the management of TRUE.

The management of the Company is responsible for the information provided in the Report as well as the process of collecting, analyzing, and reporting the information presented in web-based and printed Reports, including website maintenance and its integrity the impact of its business on the community.

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TUV’s Competence and Independence

TUVN is an independent, neutral, third-party providing sustainability services, with qualified environmental and social assurance specialists. TUVN states its independence and impartiality regarding this assurance engagement. In the reporting year, TUVN 's assurance team did not work with TRUE on any engagement that could compromise the independence or impartiality of our findings, conclusions, and recommendations. TUVN 's assurance team was not involved in the preparation of any content or data included in the Report, apart from this Assurance Statement. TUVN maintains complete impartiality toward any people interviewed during the assurance engagement.

Ms. Numfon Sangeamruk
Lead Verifier
TUV NORD (Thailand) Ltd.
Bangkok 10260 Thailand

Digitally signed
by Numfon
Sangeamruk
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Date: 21 July 2025/Place: Bangkok, Thailand Project Reference No: TUVNTRUE.SA.2024 (Additional)

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Independent Assurance Statement
True ‘s SUSTAINABILITY-LINKED LOANS (‘SLL’)

Introduction and Engagement

TRUE CORPORATION PUBLIC COMPANY LIMITED (hereafter ‘TRUE’) commissioned TUV NORD (Thailand) Ltd. (hereafter ‘TUVN’) to carry out a limit assurance on Sustainability Link Loan Performance of KPIs against True ‘s Sustainable Financing Framework which is aligned with Sustainability-linked Loan Principles (‘SLLP’) 2023. TUV NORD provide independent assurance on TRUE’s Sustainability Link Loan Performance level for the applied period of the calendar year 2024. The desk review, verification, evidence gathering and interviewing were conducted during February to March.2025.

Scope, Boundary and Limitations of Assurance

The scope of independent external verification is third party verify the 2024 performance level against the SPTs of TRUE CORPORATION PUBLIC COMPANY LIMITED. KPIs, the assurance engagement includes the following

- Undertaking verification (desk review, verification, evidence gathering and interviewing) in line with Sustainability-Linked Loan Principles on KPIs
 - KPI 1: KPI 1: Annual reduction of GHG Scope 1 and Scope 2 emissions (%)
 - SPT 1: 16.8% reduction by FY2024 from 2020 base line (823,131 tonCO₂ eq)
 - KPI 2: Annual solar cell capacity at cell sites (MWp)
 - SPT 2: 40MWp by FY2024
- Other relevant rules, including the country legislation and sustainability criteria are related to the KPIs True’s business operations.

The independent assurance is not meant to provide any consultation to the reporting organization. However, stated requests for clarifications and/or corrective actions may provide input for improvement of the Sustainability performance of the reporting year. The sustainability performance report boundary encompasses.

Our engagement did not include an assessment of the adequacy or the effectiveness of TRUE’s strategy or management of sustainability related issues. During the assurance process, TUVN did not come across the limitations to the scope of the agreed assurance engagement. No external stakeholders were interviewed as a part of the sustainability engagement for the reporting period.

Verification Methodology

This assurance engagement was planned and carried out in accordance with a limit level on International Standard on Assurance Engagements (‘ISAE’) 3000, ISO14064-3, ISO14065 and providing an independent conclusion on whether the disclosure of performance level of the of KPIs is meets disclosure requirements of the Framework which is aligned with Sustainability-linked Loan Principles (‘SLLP’) 2023

- KPI 1: KPI 1: Annual reduction of GHG Scope 1 and Scope 2 emissions (%)
- SPT 1: 16.8% reduction by FY2024 from year 2020 base line (823,131 tonCO₂ eq)
- KPI 2: Annual solar cell capacity at cell sites (MWp)
- SPT 2: 40MWp by FY2024

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During the assurance engagement, TUVN adopted a risk-based approach, concentrating on verification efforts on the significant TRUE’s Performance and its stakeholders. TUVN has verified the statements and claims made in the Report and assessed the robustness of the underlying data management system, information flows and controls. In doing so

- TUVN performed sample-based reviews of the mechanisms for the solar installation projects ‘s documents namely Solar Cells list, characteristics of the installation area Specification details, Testing and commissioning reports, Operation Control record, Energy production report, inspection report, and corrective action report by site visit and desk review
- TUVN reviewed the approach adopted by TRUE for the stakeholder engagement and materiality process. TUVN performed limited internal stakeholder engagement to verify the quantitative statements made in the Report
- TUVN verified the sustainability-related statements and claims made in the Report and assessed the robustness of the data management system, information flow and controls
- TUVN examined and reviewed the documents, the review will include the solar installation projects and its documents, data record basis for a conservative approach, consistency, transparency, origin and traceability for SPTs and their performance.
- TUVN interview key responsible persons on the Solar Cell installation and related department
- TUVN verified sample-based checks of the processes for generating, gathering and managing the quantitative data information included in the solar installation projects documents and all activities related to GHG data for the reporting period.

Conclusions

The performance level were against SPTs as mentioned on the below table.

Reporting year 2024	Sustainability Performance Targets	Report performance
Year end on 31. December 2024.	SPT1 Annual reduction of GHG Scope 1 and Scope 2 emissions 16.8% reduction by FY2024 from year 2020 base line (823,131 tonCO ₂ eq)	• True reduces GHG Scope 1 and scope 2 emission end on 31.12.2024 is 18.5 % reduction from year 2020 baes line (823,131 tonCO₂ eq). • The performance level of FY 2024 can be achieved the SPT 1.

Reporting year 2024	Sustainability Performance Targets	Report performance
Year end on 31. December 2024.	SPT2 Annual solar cell capacity at cell sites is 40 MWp by FY2024	• True installed solar cell, while the capacity at cell sites as end on 31.12.2024 is 46.15 MWp. • The performance level of FY 2024 can be achieved the SPT 2.

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On the basis of the procedures we have performed, nothing has come to our attention that causes us to believe that the performance level relate to SPTs to the limit level assurance engagement was not prepared, in accordance with the framework, or that the performance level is not reliable, not materiality, not completeness, with regards to the SPTs

TUVN’s responsibility regarding this verification is in accordance with the agreed scope of work which includes non-financial quantitative and qualitative information (Sustainability Performance) disclosed by TRUE in the Report. This assurance engagement assumes that the data and the information provided to TUVN by TRUE are complete and reliable.

TUVN expressly disclaims any liability or co-responsibility for any decision a person or entity would make based on this Assurance Statement. The intended users of this assurance statement are the management of TRUE and related Stakeholder.

The management of the Company is responsible for the information provided in the performance level as well as the process of collecting, analyzing, and reporting the information presented in web-based and printed Reports, including website maintenance and its integrity the impact of its business on the community.

TUV’s Competence and Independence

TUVN is an independent, neutral, third-party providing sustainability services, with qualified environmental and social assurance specialists. TUVN states its independence and impartiality regarding this assurance engagement. In the reporting year, TUVN ‘s assurance team did not work with TRUE on any engagement that could compromise the independence or impartiality of our findings, conclusions, and recommendations. TUVN ‘s assurance team was not involved in the preparation of any content or data included in the Report, apart from this Assurance Statement. TUVN maintains complete impartiality toward any people interviewed during the assurance engagement.

Mr. Tanatas Pudpong
(Lead Verifier)

P. Tanatas

Mr. Chockchai Anamtwach
(Technical Reviewer)

C. Chockchai

Ms. Numfon Sangeamruk
(Final Reviewer)

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Date: 01 April 2025/Place.Bangkok, Thailand

Project Reference No: TUVNTRUE.SLL.2024

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UN SDG INDEX

UN SDGS	CHAPTER	Pages
	Social Impact Management	55-60
	Social Impact Management	55-60
	Human Capital Development, Social Impact Management	34-39, 55-59
	Digital Inclusion for Education, Social Impact Management	29-33, 55-60
	Corporate Governance, Human Capital Development, Human Rights Management	17-19, 34-39, 40-42
	Environmental and Climate Change Management	62-71

UN SDGS	CHAPTER	Pages
	Environmental and Climate Change Management	62-71
	Cyber Security and Data Privacy, Human Capital Development, Human Rights Management, Social Impact Management	24-25, 34-39, 40-42, 55-60
	Digital Inclusion for Education, Cyber Security and Data Privacy, Network Availability & Reliability, Innovation Management	29-33, 24-25, 44-46, 51-54
	Corporate Governance, Digital Inclusion for Education, Human Capital Development, Human Rights Management, Social Impact Management	17-19, 29-33, 34-39, 40-42, 55-60
	Human Rights Management	40-42
	Human Rights Management Environmental and Climate Change Management	40-42, 62-71

UN SDGS	CHAPTER	Pages
	Environmental and Climate Change Management	62-71
	Social Impact Management	55-60
	Social Impact Management	55-60
	Corporate Governance, Stakeholder Engagement, Human Rights Management	17-19, 13-15, 40-42
	Corporate Governance, Stakeholder Engagement, Digital Inclusion for Education, Human Rights Management, Social Impact Management	17-19, 13-15, 29-33, 40-42, 55-60



UNGC COMMUNICATION ON PROGRESS (COP) INDEX

UNGC COMMUNICATION ON PROGRESS (COP)		CHAPTER	Page
IMPLEMENTING THE TEN PRINCIPLES INTO STRATEGIES & OPERATIONS			
Criterion 1:	The COP describes mainstreaming into corporate functions and business units	Corporate Governance, Risk & Crisis Management	17-23
Criterion 2:	The COP describes value chain implementation	Responsible Supply Chain Management	72-73
ROBUST HUMAN RIGHTS MANAGEMENT POLICIES & PROCEDURES			
Criterion 3:	The COP describes robust commitments, strategies or policies in the area of human rights	Human Rights Management	40-42
Criterion 4:	The COP describes effective management systems to integrate the human rights principles	Human Capital Development, Human Rights Management, Stakeholder Engagement, Materiality	34-42, 11-15
Criterion 5:	The COP describes effective monitoring and evaluation mechanisms of human rights integration	Human Capital Development, Human Rights Management, Stakeholder Engagement, Materiality	34-42, 11-15
ROBUST LABOUR MANAGEMENT POLICIES & PROCEDURES			
Criterion 6:	The COP describes robust commitments, strategies or policies in the area of labour	Human Capital Development, Human Rights Management, Responsible Supply Chain Management	34-42, 72-73
Criterion 7:	The COP describes effective management systems to integrate the labour principles	Human Capital Development, Human Rights Management	34-42
Criterion 8:	The COP describes effective monitoring and evaluation mechanisms of labour principles integration	Human Capital Development, Human Rights Management	34-42
Criterion 9:	The COP describes robust commitments, strategies or policies in the area of environmental stewardship	Environmental and Climate Change Management, Responsible Supply Chain Management	62-73
Criterion 10:	The COP describes effective management systems to integrate the environmental principles	Environmental and Climate Change Management, Responsible Supply Chain Management	62-73
Criterion 11:	The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	Environmental and Climate Change Management	62-71

UNGC COMMUNICATION ON PROGRESS (COP)		CHAPTER	Page
ROBUST ANTI-CORRUPTION MANAGEMENT POLICIES & PROCEDURES			
Criterion 12:	The COP describes robust commitments, strategies or policies in the area of anti-corruption	Corporate Governance, Risk & Crisis Management	17-23
Criterion 13:	The COP describes effective management systems to integrate the anti-corruption principle	Corporate Governance, Risk & Crisis Management	17-23
Criterion 14:	The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	Corporate Governance, Risk & Crisis Management	17-23
TAKING ACTION IN SUPPORT OF BROADER UN GOALS AND ISSUES			
Criterion 15:	The COP describes core business contributions to UN goals and issues	Sustainability at True, UN SDGs Content Index	8-10, 78
Criterion 16:	The COP describes strategic social investments and philanthropy	Social Impact Management, Corporate Governance	55-60, 17-19
Criterion 17:	The COP describes advocacy and public policy engagement	Corporate Governance, Risk & Crisis Management	17-23
Criterion 18:	The COP describes partnerships and collective action	Corporate Governance, Human Rights Management, Responsible Supply Chain Management	17-19, 34-39, 72-73
CORPORATE SUSTAINABILITY GOVERNANCE AND LEADERSHIP			
Criterion 19:	The COP describes CEO commitment and leadership	Chairman Message, Group CEO Message	3-4
Criterion 20:	The COP describes Board adoption and oversight	Corporate Governance, Risk & Crisis Management	17-23
Criterion 21:	The COP describes stakeholder engagement	Stakeholder Engagement, Materiality	13-15, 11-12



GRI STANDARDS 2021 INDEX

GRI 1: FOUNDATION 2021

Disclosure Name	Notes
Statement of use	True Group has reported in accordance with the GRI Standards for the period of 1 JAN - 31 DEC 2024
GRI 1 used	GRI 1: Foundation 1
Applicable GRI Sector Standards	Not currently available

GRI 2: GENERAL DISCLOSURE 2021

Disclosure		Disclosure Name	Chapter/Reference	Pages	Note /Omission
Section	#				
The organization and its reporting practices	2-1	Organizational details	About True	7	
	2-2	Entities included in the organization's sustainability reporting	About This Report	75	
	2-3	Reporting period, frequency and contact point	About This Report	75	
	2-4	Restatements of information	About This Report	75	
	2-5	External assurance	External Assurance	76-78	
Activities and workers	2-6	Activities, value chain and other business relationships	About True Responsible Supply Chain Management	7, 72-73	
	2-7	Employees	Human Capital Development, Performance Summary	35-39 84-90	
	2-8	Workers who are not employees	Human Capital Development, Responsible Supply Chain Management,Performance Database	34-39 72-73 84-91	
Governance	2-9	Governance structure and composition	Sustainability at True	8-10	
	2-10	Nomination and selection of the highest governance body			
	2-11	Chair of the highest governance body			
	2-12	Role of the highest governance body in overseeing the management of impacts			
	2-13	Delegation of responsibility for managing impacts			
	2-14	Role of the highest governance body in sustainability reporting	Corporate Governance	17-19	
	2-15	Conflicts of interest			
	2-16	Communication of critical concerns			
	2-17	Collective knowledge of the highest governance body	-		Disclosed in Annual Report
	2-18	valuation of the performance of the highest governance body	-		Disclosed in Annual Report

Disclosure		Disclosure Name	Chapter/Reference	Pages	Note /Omission
Section	#				
Governance	2-19	Remuneration policies	-		Disclosed in Annual Report
	2-20	Process to determine remuneration	-		Disclosed in Annual Report
	2-21	Annual total compensation ratio	Performance Summary		
Strategy, policies and practices	2-22	Statement on sustainable development strategy	Message from The Chairman, Message from Group CEO Sustainability at True,Environmental, Climate Change Management & Biodiversity	3-4, 8-10, 62-71	
	2-23	Policy commitments	About True, Stakeholder Engagement, Sustainability at True, Corporate Governance	7, 13-15, 8-10, 17-19	
	2-24	Embedding policy commitments	Corporate Governance	17-19	
	2-25	Processes to remediate negative impacts			
	2-26	Mechanisms for seeking advice and raising concerns			
	2-27	Compliance with laws and regulations			
	2-28	Membership associations			
Stakeholder Engagement	2-29	Approach to stakeholder engagement	Stakeholder Engagement, Network Availability and Reliability, Social Impact Management, Customer Relationship Management,Environmental, Climate Change Management & Biodiversity	13-15, 44-46, 55-59, 47-50, 62-71	
	2-30	Collective bargaining agreements	Corporate Governance	17-19	

GRI MATERIAL TOPIC

GRI MATERIAL TOPIC DISCLOSURE				
Disclosure Section		Disclosure Number & Name		Page
HIGHLIGHT OF PERFORMANCE 2023				
201	Economic Performance	201-1	Direct economic value generated and distributed	5
CORPORATE GOVERNANCE				
205	Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	17-19
		205-3	Confirmed incidents of corruption and actions taken	
206	Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	
415	Public Policy 2016	415-1	Political Contribution	
CYBER SECURITY AND DATA PRIVACY				
418	Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	47-50
DIGITAL INCLUSION FOR EDUCATION				
201	Economic Performance	201-1	Direct economic value generated and distributed	29-33
413	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	
GRI Telecommunications Sector Supplement : Providing Access		PA2	Policies and practices to overcome barriers for access and use of telecommunication products and services including language, culture, illiteracy, and lack of education, income, disabilities, and age. Include an explanation of business models applied	
HUMAN CAPITAL DEVELOPMENT				
401	Employment	401-1	New employee hires and employee turnover	34-39
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
403	Occupational Health and Safety 2018	403-1	Occupational health and safety management system	
		403-2	Hazard identification, risk assessment, and incident investigation	
		403-3	Occupational health services	
		403-4	Worker participation, consultation, and communication on occupational health and safety	
		403-5	Worker training on occupational health and safety	
		403-6	Promotion of worker health	
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
		403-9	Work-related injuries	
		403-10	Work-related ill health	

GRI MATERIAL TOPIC DISCLOSURE				
Disclosure Section		Disclosure Number & Name		Page
HUMAN CAPITAL DEVELOPMENT				
GRI Telecommunications Sector Supplement : Providing Access	IO 3	Practices to ensure health and safety of field personnel involved in the installation, operation and maintenance of masts, base stations, laying cables and other outside plant. Related health and safety issues include working at heights, electric shock, exposure to EMF and radio frequency fields, and exposure to hazardous chemicals.		34-39
404 Training and Education	404-1	Average hours of training per year per employee		
	404-2	Programs for upgrading employee skills and transition assistance programs		
	404-3	Percentage of employees receiving regular performance and career development reviews		
405 Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees		
	405-2	Ratio of basic salary and remuneration of women to men		
407 Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		
HUMAN RIGHTS MANAGEMENT				
406 Non-discrimination	406-1	Incidents of discrimination and corrective actions taken		40-42
408 Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor		
409 Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		
411 Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples		
412 Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments		
GRI Telecommunications Sector Supplement : Providing Access	PA7	Policies and practices to manage human rights issues relating to access and use of telecommunications products and services.		
NETWORK AVAILABILITY & RELIABILITY				
GRI Telecommunications Sector Supplement : Providing Access	PA1	Policies and practices to enable the deployment of telecommunications infrastructure and access to telecommunications products and services in remote and low population density areas		44-48
	PA4	Quantify the level of availability of telecommunications products and services in areas where the organization operates		
	PA5	Number and types of telecommunication products and services provided to and used by low and no income sectors of the population. Provide definitions selected		

GRI STANDARDS 2021 INDEX

GRI MATERIAL TOPIC

GRI MATERIAL TOPIC DISCLOSURE			
Disclosure Section		Disclosure Number & Name	Page
CUSTOMER RELATIONSHIP MANAGEMENT			
GRI Telecommunications Sector Supplement : Providing Access	PA2	Policies and practices to overcome barriers for access and use of telecommunication products and services including: language, culture, illiteracy, and lack of education, income, disabilities, and age. Include an explanation of business models applied	47-50
SOCIAL IMPACT MANAGEMENT			
201 Economic Performance	201-1	Direct economic value generated and distributed	50-55
413 Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	
GRI Telecommunications Sector Supplement : Providing Access	PA 2	Policies and practices to overcome barriers for access and use of telecommunication products and services including: language, culture, illiteracy, and lack of education, income, disabilities, and age. Include an explanation of business models applied	
	PA 5	Number and types of telecommunication products and services provided to and used by low and no income sectors of the population. Provide definitions selected	

GRI MATERIAL TOPIC DISCLOSURE			
Disclosure Section		Disclosure Number & Name	Page
ENVIRONMENTAL AND CLIMATE MANAGEMENT			
302 Energy	302-1	Energy consumption within the organization	62-71
	302-3	Energy intensity	
	302-4	Reduction of energy consumption	
303 Water and Effluents 2018	303-1	Interactions with water as a shared resource	
	303-2	Management of water discharge-related impacts	
	303-3	Water withdrawal	
	303-4	Water discharge	
305 Emissions	305-1	Direct (Scope 1) GHG emissions	
	305-2	Energy indirect (Scope 2) GHG emissions	
	305-3	Other indirect (Scope 3) GHG emissions	
	305-4	GHG emissions intensity	
	305-5	Reduction of GHG emissions	
306 Effluents and Waste 2020	306-1	Waste generation and significant waste-related impacts	
	306-2	Management of significant waste-related impacts	
	306-3	Waste Generated	
	306-4	Waste diverted from disposal	
	306-5	Waste directed to disposal	
307 Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	
RESPONSIBLE SUPPLY CHAIN MANAGEMENT			
308 Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	72-73
	308-2	Negative environmental impacts in the supply chain and actions taken	
414 Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	
	414-2	Negative social impacts in the supply chain and actions taken	



PERFORMANCE SUMMARY

GRI Standard	Data Description		Unit	2021	2022	2023*	2024
ECONOMIC							
201-1	การสร้างมูลค่าทางเศรษฐกิจโดยตรง*	Direct Economic Value Generated					
	สินทรัพย์รวม	Total assets	Million Baht	624,915	618,096	744,722	675,483
	รายได้จากการดำเนินงานทั้งหมด	Total revenue		143,655	135,076	202,765	206,020
	รายได้จากการให้บริการโทรศัพท์เคลื่อนที่และบริการอื่น	Revenue from telephone and other services		120,370	113,952	158,609	187,154
	การกระจายมูลค่าทางเศรษฐกิจ	Economic Value Distributed					
	ค่าใช้จ่ายเกี่ยวกับการพนักงาน	Staff cost	Million	11,484	10,882	14,771	10,144
	ต้นทุนในการให้บริการรวม	Total cost of providing services	Baht	81,634	132,948	117,192	125,607
	ต้นทุนทางการเงิน	Finance costs		20,110.84	19,343.20	6,076	22,825
	การจ่ายสำหรับผลการดำเนินงาน	Payment to Provider of Capital					
	การจ่ายเงินปันผล	Dividend payments	Million Baht	2,334	2,334	2,334	-
	เงินที่จ่ายให้แก่ภาครัฐ: ภาษีเงินได้	Payment to government: income tax expense		155	415	229	182
	เงินลงทุนและเงินบริจาคเพื่อสนับสนุนชุมชนและสังคม	Community Investment		223	196	72	78
	งบกำไรขาดทุน	Consolidated Income Statement					
	กำไรสุทธิ สำหรับส่วนที่เป็นของบริษัท	Net profit (loss) to equity shareholders of the Company	Million Baht	(1,428)	(18,285)	(15,689)	(10,966)
	กำไรก่อนดอกเบี้ยภาษีค่าเสื่อมและค่าตัดจำหน่าย	EBITDA		57,761	52,804	85,735	98,142

Remarks * For 2023, refer to Normalized & consolidated statement of income (loss) on pro forma basis (reclassified)
For 2023, refer to Service revenue excl. interconnection (IC)

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APPENDIX

GRI Standard	Data Description		Unit	2021	2022	2023*	2024
ENVIRONMENT							
302-1	ปริมาณพลังงานทั้งหมดที่ใช้	Energy consumption	GJ	3,422,512.34	3,586,836.34	7,270,511.58	7,026,893.52
	ปริมาณพลังงานที่ใช้แล้วหมดไป	Energy consumption from non-renewable fuels	GJ	65,164.29	2,817.70	159,946.84	65,515.88
	- น้ำมันดีเซล (ทุกประเภท)	- Diesel		61,129.49	2,817.70	72,341.80	44,926.87
	- น้ำมันเบนซิน (ทุกประเภท)	- Gasoline		4,034.80	0.00	87,605.05	20,589.01
	- ก๊าซธรรมชาติ	- CNG		0.00	0.00	0.00	0.00
	- เชื้อเพลิงปิโตรเลียมเหลว	- LPG		0.00	0.00	0.00	0.00
	ปริมาณพลังงานไฟฟ้า (ซื้อ)	Electricity consumption (purchased)		3,259,616.72	3,471,784.51	7,008,167.96	6,834,600.44
	- National Grid	- National Grid		2,539,616.72	2,517,784.51	5,748,167.96	5,964,351.75
	- Renewable Energy Certificate (REC)	- Renewable Energy Certificate (REC)		720,000.00	954,000.00	1,260,000.00	870,248.70
	ปริมาณพลังงานหมุนเวียน (โซลาร์เซลล์)	Energy consumption from renewable energy (Solar cells)	GJ	97,731.32	112,234.14	102,396.78	126,777.19
			MWh	27,147.59	31,176.15	28,443.55	35,215.89
		สัดส่วนพลังงานหมุนเวียนต่อพลังงานที่ใช้ทั้งหมด	%	2.86%	3.13%	1.41%	1.80%
		การติดตั้งพลังงานหมุนเวียน (Solar Cell)	MWp	NA	NA	36.21	46.15
302-3	การใช้พลังงานต่อรายได้	Energy Intensity	GJ per Million Baht	23.82	26.55	35.86	34.11
	การปล่อยก๊าซเรือนกระจก ขอบเขตที่ 1 และ 2 (Market-based)	Greenhouse Gas Emissions Scope 1 and Scope 2 (Market-based)	Ton of CO ₂ e	337,189	320,115	718,332	670,770
305-1	การปล่อยก๊าซเรือนกระจกทางตรง (GHG ขอบเขตที่ 1)	Total Direct GHG emissions (GHG Scope 1)	Ton of CO ₂ e	10,565.75	8,189.60	15,777.79	9,721.32
	- การเผาไหม้เชื้อเพลิง	- Fuel combustion	Ton of CO ₂ e	4,559.82	201.02	10,531.40	4,588.65
	- การรั่วไหลของสารทำความเย็น	- Fugitive Emissions		6,005.94	7,988.58	5,246.39	5,132.67
	การปล่อยก๊าซคาร์บอนไดออกไซด์จากเชื้อเพลิงชีวภาพ	Biogenic CO ₂ emissions		325.69	9.42	983.02	303.49
305-2	การปล่อยก๊าซเรือนกระจกทางอ้อม (GHG ขอบเขตที่ 2)	Indirect GHG emissions (GHG Scope 2)					
	- Base on Location-based method	- Base on Location-based method	Ton of CO ₂ e	419,222.93	430,115.52	856,553.86	757,501.55
	- Base on Market-based method	- Base on Market-based method		326,622.93	311,925.52	702,553.86	661,048.99
305-3	การปล่อยก๊าซเรือนกระจกทางอ้อม (GHG ขอบเขตที่ 3)	Total Indirect GHG emissions (GHG Scope 3)	Ton of CO ₂ e	316,191.00	244,594.00	343,832.00	227,916.05

GRI Standard	Data Description		Unit	2021	2022	2023*	2024
ENVIRONMENT							
305-4	การปล่อยก๊าซเรือนกระจก (Scope 1 และ Scope 2) ต่อรายได้	GHG (Scope 1 and Scope 2) Intensity	tonCO ₂ e per Million Baht	2.35	2.37	3.54	3.26
303-3 (2018)	ปริมาณการนำน้ำมาใช้ทั้งหมด	Water withdrawal	Mega liter	116.47	119.28	162.67	151.76
	น้ำประปา (น้ำจืด: Total Dissolved Solids ≤ 1,000 mg/L)	Municipal water supply (Freshwater: Total Dissolved Solids ≤1,000 mg/L)	Mega liter	116.47	119.28	162.67	151.76
	ปริมาณการนำน้ำจากพื้นที่ที่มีความเครียดน้ำมาใช้	Total Water Withdrawal from Water Stress Areas	Mega liter	10.38	13.88	8.79	151.76
	การนำน้ำมาใช้ต่อรายได้	Water withdrawal Intensity	liter per Million Baht	811	883	802	737
306-3 (2020)	ปริมาณของเสียทั้งหมด	Total Waste	Metric tons	369.40	441.85	554.01	508.75
	ปริมาณของเสียไม่อันตราย	Non-Hazardous Waste	Metric tons	352.75	424.49	541.12	495.23
	- นำไปฝังกลบ (ภายนอกหน่วยงาน)	- Landfill (Offsite)	Metric tons	321.29	383.65	496.52	401.83
	- นำไปเผาด้วยเตาเผา (ภายนอกหน่วยงาน)	- Incineration without Energy Recovery (Offsite)		0.00	0.00	0.00	0.00
	- เผาพลังงานกลับมาใช้ (ภายนอกหน่วยงาน)	- Incineration with Energy Recovery (Offsite)		0.00	0.00	0.00	0.00
	- ทำปุ๋ย (ภายนอกหน่วยงาน)	- Composting (Offsite)		0.00	0.00	0.00	0.00
	- นำไปเป็นอาหารสัตว์ (ภายนอกหน่วยงาน)	- Used as animal feed (Offsite)		1.11	1.58	9.69	78.97
	- นำไปใช้ซ้ำ	- Reused		0.00	0.00	0.00	0.00
	• ในพื้นที่หน่วยงาน	• Onsite		0.00	0.00	0.00	0.00
	• นอกพื้นที่หน่วยงาน	• Offsite		0.00	0.00	0.00	0.00
- นำกลับมาใช้ใหม่ (ภายนอกหน่วยงาน)	- Recycling (Offsite)		30.36	39.26	34.91	14.44	
306-3 (2020)	ปริมาณของเสียอันตราย และของเสียอิเล็กทรอนิกส์	Hazardous Waste and Electronic Waste	Metric tons	16.65	17.36	12.88	13.52
	- นำไปฝังกลบ (ภายนอกหน่วยงาน)	- Landfill (Offsite)	Metric tons	0.67	0.84	1.75	0.69
	- นำไปเผาด้วยเตาเผา (ภายนอกหน่วยงาน)	- Incineration without Energy Recovery (Offsite)		0.00	0.00	0.00	0.00
	- เผาพลังงานกลับมาใช้ (ภายนอกหน่วยงาน)	- Incineration with Energy Recovery (Offsite)		0.00	0.00	0.00	0.00
	- นำไปใช้ซ้ำ	- Reused		5.63	2.02	0.10	0.13
	• ในพื้นที่หน่วยงาน	• Onsite		0.00	0.00	0.00	0.00
	• นอกพื้นที่หน่วยงาน	• Offsite		5.63	2.02	0.10	0.13
- นำกลับมาใช้ใหม่ (ภายนอกหน่วยงาน)	- Recycling (Offsite)		10.35	14.50	11.04	12.69	

GRI Standard	Data Description		Unit	2021	2022	2023 [*]	2024
ENVIRONMENT							
306-4 (2020)	ปริมาณของเสียทั้งหมดที่นำไปใช้ประโยชน์	Total waste diverted from disposal	Metric tons	47.44	57.35	55.74	106.23
306-5 (2020)	ปริมาณของเสียทั้งหมดที่นำไปกำจัด (ฝังกลบ)	Total waste directed to disposal (Landfill)	Metric tons	321.96	384.49	498.27	402.52
	อัตราการหมุนเวียนขยะ	Waste Diversion	%	12.84%	12.98%	10.06%	20.88%
	ปริมาณของเสียอิเล็กทรอนิกส์จากโครงการรับคืนผลิตภัณฑ์	Total Electronic Waste Collected from Takeback Programs	Metric tons	0.49	5.57	4.02	8.29
	นำใช้ซ้ำ/ นำกลับมาใช้ใหม่ (ภายนอกหน่วยงาน)	Electronic Waste Takeback Rate Reused/ Recycled (Offsite)	%	100	100	100	100
	นำไปฝังกลบ (ภายนอกหน่วยงาน)	Electronic Waste Takeback Rate Landfill (Offsite)	%	0	0	0	0

- Remarks:
- NA means not applicable or not available

- * Since 2023, the data combines both True and dtac, while the data for 2021-2022 includes only True.

- Energy consumption (GJ) is the multiple of fuel consumption with Net Calorific Value (NCV) of each fuel type. Reference: Department of Alternative Energy Development and Efficiency (DEDE). Ministry of Energy

- Total energy consumption within the organization is the total fuel consumption and total electricity consumption

- Energy consumption per revenue (energy intensity) covers all consumed of non-renewable, renewable energy and electricity purchased externally per revenue (Million Baht)

- 2024 Target of Non-renewable energy consumption was set at 6,068,356 GJ or 1,685,655 MWh

- Greenhouse gas emissions (tCO₂e) are the multiple of activity data with emission factors. Reference: Intergovernmental Panel on Climate Change (IPCC) and Energy Policy and Planning Office, Ministry of Energy.

- Direct greenhouse gas emissions (Scope 1) are emissions from fuel combustion and fugitive.

- Indirect greenhouse gas emissions (Scope 2) are emissions from electricity purchased externally.

- Other Indirect greenhouse gas emissions (Scope 3) are emissions from operation that are not controlled by the organization.

- The table above presents the figures for indirect GHG emissions across all categories. Further details for each category are provided in the chapter on climate change management.

- Greenhouse gas emissions per revenue (GHG Intensity) covers all direct (Scope 1) and indirect energy (Scope2) per revenue (Million Baht)

- GHG emission base year was 2020 (data combined of both True and dtac). of which Scope 1&2 : 823,131 tonCO₂e and Scope 3: 481,486 tonCO₂e

- The GHG emission target is aligned with SBTi. In 2024, the target for Scope 1 & 2 emissions is 684,845 tonCO₂e representing a 16.8% reduction compared to the base year 2020. The target for Scope 3 emissions is 433,337 tonCO₂e, representing a 10.0% reduction compared to the base year 2020.

- All water withdrawal is supplied from the municipal water supplies. The water withdrawal in areas with water stress is assessed using the Aqueduct Water Risk Atlas developed by the World Resources Institute (WRI). In 2024, the Aqueduct Water Risk Tool, under the Creative Commons Attribution International 4.0 License, will update the database of water-stressed areas.

GRI Standard	Data Description		Unit	2021	2022	2023	2024
LABOR PRACTICES							
2-7 (102-8)	จำนวนพนักงานทั้งหมด	Total Employees	Person	20,618	19,996	10,660	7,390
	- พนักงาน ชาย	Male	Person	8,160	7,966	4,495	3,210
			Percent	39.58	39.84	42.17	43.44
	- พนักงาน หญิง	Female	Person	12,458	12,030	6,165	4,180
			Percent	60.42	60.16	57.83	56.56
	จำนวนพนักงานประจำ	Total permanent employees	Person	20,618	11,783	9,146	6,860
	- พนักงาน ชาย	Male	Person	8,160	5,391	4,107	3,028
			Percent	39.58	45.75	44.90	44.14
	- พนักงาน หญิง	Female	Person	12,458	6,392	5,039	3,832
			Percent	60.42	54.25	55.10	55.86
	จำนวนพนักงานชั่วคราว	Total temporary employees	Person	0	8,213	1,514	530
	- พนักงาน ชาย	Male	Person	-	2,575	388	182
			Percent	-	31.35	25.63	34.34
	- พนักงาน หญิง	Female	Person	-	5,638	1,126	348
			Percent	-	68.65	74.37	65.66
	จำนวนพนักงานเต็มเวลา	Total full-time employees	Person	0	19,815	10,660	7,390
	- พนักงาน ชาย	Male	Person	-	7,923	4,495	3,210
			Percent	-	39.98	42.17	43.44
	- พนักงาน หญิง	Female	Person	-	11,892	6,165	4,180
			Percent	-	60.02	57.83	56.56
	จำนวนพนักงานไม่เต็มเวลา	Total part-time employees	Person	0	181	0	0
	- พนักงาน ชาย	Male	Person	-	43	-	-
			Percent	-	23.76	-	-
	- พนักงาน หญิง	Female	Person	-	138	-	-
			Percent	-	76.24	-	-
	จำนวนพนักงานประจำ (จำแนกตามเชื้อชาติ)	Total permanent employees (By Ethnicity)					
	- ไทย	Thai	Person	-	11,741	9,063	6,820
			Percent	-	99.64	85.02	99.42
	- เอเชีย	Asian	Person	-	20	71	31
			Percent	-	0.17	0.67	0.45
	- ชาวต่างชาติ	Foreigner	Person	-	22	12	9
			Percent	-	0.19	0.11	0.13
	จำนวนพนักงานชั่วคราว (จำแนกตามเชื้อชาติ)	Total temporary employees (By Ethnicity)					
	- ไทย	Thai	Person	-	8,179	1,435	468
			Percent	-	99.59	94.78	88.30
	- เอเชีย	Asian	Person	-	23	68	49
			Percent	-	0.28	4.49	9.25
	- ชาวต่างชาติ	Foreigner	Person	-	11	11	13
			Percent	-	0.13	0.73	2.45

GRI Standard	Data Description		Unit	2021	2022	2023	2024
LABOR PRACTICES							
2-7 (102-8)	คณะกรรมการบริษัท	Board of Directors/ Supervisory Board	Person	15	15	11	10
	- พนักงาน ชาย	Male	Person	14	14	8	8
	- พนักงาน หญิง	Female		1	1	3	2
405-1	ความหลากหลายของพนักงาน	Employee Diversity					
	จำแนกตามระดับ	By Level					
	ผู้บริหาร ตำแหน่งผู้อำนวยการ และ สูงกว่าผู้อำนวยการ	Total Management - Director and Director up Level	Person	108	110	12	13
	- พนักงาน ชาย	- Male		89	92	9	10
	- พนักงาน หญิง	- Female		19	18	3	3
	ผู้บริหาร ตำแหน่งผู้ช่วยผู้อำนวยการ และ รองผู้อำนวยการ	Total Management - Assistant Director and Deputy Director Level		893	925	431	374
	- พนักงาน ชาย	- Male		505	512	239	214
	- พนักงาน หญิง	- Female		388	413	192	160
	ผู้บริหารระดับต้น ตำแหน่งผู้จัดการ	Junior Management - Manager Level		2,327	2,383	701	822
	- พนักงาน ชาย	- Male		1,177	1,207	358	407
	- พนักงาน หญิง	- Female		1,150	1,176	343	415
	ระดับพนักงานปฏิบัติการ	Operation Level		17,290	16,578	10,226	6,181
	- พนักงาน ชาย	- Male		6,389	6,155	4,256	2,579
	- พนักงาน หญิง	- Female		10,901	10,423	5,970	3,602
	จำแนกตามเพศ	By Gender					
	ผู้บริหารสายงานที่เป็นเพศหญิง	Women in all management positions	Person	1,557	1,607	535	578
			Percent	46.78	47.02	47.03	47.81
	ผู้บริหารสายงานระดับสูงที่เป็นเพศหญิง	Women in top management positions	Person	407	431	192	163
			Percent	40.66	41.64	43.34	42.12
	ผู้บริหารสายงานระดับต้นที่เป็นเพศหญิง	Women in junior management positions	Person	1,150	1,176	343	415
			Percent	49.42	49.35	48.93	50.49
	ตำแหน่งพนักงานระดับปฏิบัติ หญิง	Women in workforce (Operation)	Person	10,901	10,423	5,970	3,602
			Percent	63.05	62.87	58.38	58.28
	จำนวนพนักงานทั้งหมดแยกตามเชื้อชาติ	Workforce Breakdown by Ethnicity					
	- ไทย	Thai	Percent	99.83	99.61	98.48	98.00
	- เอเชีย	Asian		0.05	0.22	1.30	1.71
	- ชาวต่างชาติ	Foreigner		0.12	0.17	0.22	0.29
	จำนวนผู้บริหารแยกตามเชื้อชาติ*	Management Breakdown by Ethnicity*					
	- ไทย	* Thai	Percent	96.18	98.7	94.24	97.28
	- เอเชีย	Asian		2.35	0.2	4.15	1.90
	- ชาวต่างชาติ	Foreigner		1.47	1.1	1.61	0.82

Remarks: Remarks: Share in all management positions, including junior, middle and senior management (as % of total management workforce)

GRI Standard	Data Description		Unit	2021	2022	2023	2024
LABOR PRACTICES							
405-1	จำแนกตามช่วงอายุ	By Age					
	< 30 ปี	< 30 years	Person	8,235	7,405	1,734	653
	- พนักงาน ชาย	- Male		2,844	2,590	590	267
	- พนักงาน หญิง	- Female		5,391	4,815	1,144	386
	30-50 ปี	30-50 years		11,238	11,233	7,947	5,697
	- พนักงาน ชาย	- Male		4,748	4,704	3,428	2,462
	- พนักงาน หญิง	- Female		6,490	6,529	4,519	3,235
	> 50 ปี	> 50 years		1,145	1,358	979	1,040
	- พนักงาน ชาย	- Male		568	672	477	481
	- พนักงาน หญิง	- Female		577	686	502	559
	ความหลากหลายอื่นๆ (จำนวนพนักงานที่เป็นผู้พิการ)	Other Diversity (Employees with disabilities)	Person	126	112	38	27
	- พนักงาน ชาย	Male	Person	92	84	22	17
	- พนักงาน หญิง	Female		34	28	16	10
405-2	ค่าตอบแทนเท่าเทียม	Equal Remuneration					
	สัดส่วนเงินเดือนมาตรฐานและค่าตอบแทนเพศหญิง/ชาย	Ratio of basic salary and remuneration of women to men	Ratio (Average female Salary divided by Average Male Salary)				
	- ผู้บริหารระดับสูง (เงินเดือนมาตรฐาน)	- Executive level (Base salary only)		0.93	0.99	0.94	1.06
	- ผู้บริหารระดับสูง (เงินเดือนมาตรฐานและค่าตอบแทนอื่นๆ)	- Executive level (Base salary only + other cash incentives)		1.00	0.99	0.94	1.08
	- ระดับผู้บริหาร (เงินเดือนมาตรฐาน)	- Management level (Base salary only)		0.94	0.93	0.99	1.02
	- ระดับผู้บริหาร (เงินเดือนมาตรฐานและค่าตอบแทนอื่นๆ)	- Management level (Base salary + other cash incentives)		0.95	0.93	1.04	1.05
	- ผู้บริหารระดับต้น ตำแหน่งผู้จัดการ (เงินเดือนมาตรฐาน)	- Junior Management - Manager Level (Base salary only)		0.83	0.98	0.90	0.98
	- ระดับพนักงานปฏิบัติการ (เงินเดือนมาตรฐาน)	- Non-management level/operation level (Base salary only)		0.83	0.98	0.90	0.89

GRI Standard	Data Description		Unit	2021	2022	2023	2024
LABOR PRACTICES							
401-1	การว่าจ้างพนักงาน	Recruitment					
	ค่าใช้จ่ายสรรหาพนักงานโดยเฉลี่ยเทียบกับพนักงานประจำทั้งหมด	Average hiring cost / FTE	Baht	36,691	34,826	49,678	44,452
	การจ้างงานใหม่	New Hires	Person	14,257	15,036	1,945	802
			Percent	69.15	75.20	21.27	11.69
	การโอนย้ายตำแหน่งภายใน	Open positions filled by internal candidates	Person	622	587	250	299
			Percent	32.65	32.38	50.61	60.53
	จำแนกตามเพศ	By gender					
	- พนักงาน ชาย	- Male	Person	4,788	4,945	558	298
			Percent	58.68	91.73	13.59	9.84
	- พนักงาน หญิง	- Female	Person	9,469	10,091	1,387	504
			Percent	76.01	157.87	27.53	13.15
	จำแนกตามอายุ	By age					
	- น้อยกว่า 30	< 30 years	Person	10,117	11,114	1,269	413
			Percent	122.85	150.09	73.18	63.25
	- 30 - 50 ปี	30-50 years	Person	4,059	3,849	660	318
			Percent	36.12	34.27	8.31	5.58
	- มากกว่า 50 ปี	>50 years	Person	81	73	16	71
			Percent	7.07	5.38	1.63	6.82
	การลาออกจากงาน (พนักงานประจำ)	Turnover (permanent)					
	จำนวนการลาออก	Employee turnover	Person	976	1,222	548	450
			Percent	4.73	6.10	5.99	6.56
	จำแนกตามเพศ	By gender					
	- พนักงาน ชาย	Male	Person	442	619	252	200
			Percent	5.42	7.77	6.14	6.61
	- พนักงาน หญิง	Female	Person	534	603	296	256
			Percent	4.29	5.01	5.87	6.68
	จำแนกตามอายุ	By age					
	- น้อยกว่า 30	< 30 years	Person	563	460	47	126
			Percent	6.84	6.21	2.71	19.30
	- 30 - 50 ปี	30-50 years	Person	396	710	223	321
			Percent	3.52	6.32	2.81	5.63
	- มากกว่า 50 ปี	>50 years	Person	14	52	278	9
			Percent	1.22	3.83	28.40	0.86
	อัตราการลาออกจากงานของพนักงานโดยสมัครใจ	Voluntary employee turnover rate	Percent	4.67	5.25	2.35	3.30

GRI Standard	Data Description		Unit	2021	2022	2023	2024
LABOR PRACTICES							
2-29 (102-43)	การสำรวจความผูกพันของพนักงาน	Employee Engagement Survey	Target	71.0	72.0	73.0	74.0
	ความผูกพันและความพึงพอใจของพนักงานทั้งหมด	Total Employee engagement and satisfaction rate	Percent	72.3	73.5	74.7	82.5
	- พนักงานชาย	- Male	Percent	72.5	74.1	74.1	82.2
	- พนักงานหญิง	- Female		72.2	76.5	75.1	82.6
	จำแนกตามกลุ่มอายุ	By age group					
	21-30 ปี	< 25 years	Percent	70.3	78.7	76.7	82.4
	30-40 ปี	30-40 years		70.4	76.2	73.2	83.2
	41-50 ปี	41-50 years		73.0	74.6	74.2	81.8
	51-60 ปี	51-60 years		76.0	75.1	78.6	81.6
	> 61 ปี	> 61 years		78.5	72.5	82.1	85.2
	ร้อยละของพนักงานที่เข้าร่วมการสำรวจผูกพันของพนักงาน	Employees participating in employee engagement and satisfaction survey		97.2	89.4	98.0	99.0
404-3	การประเมินผลการปฏิบัติงานพนักงาน	Individual Performance Appraisal					
	การใช้เป้าหมายที่สามารถวัดได้ และที่ได้รับการตกลงร่วมกันกับผู้บังคับบัญชา/ หัวหน้างาน (ร้อยละของพนักงานทั้งหมด)	Systematic use of agreed measurable targets by line superior (% of all employees)	Percent	100	100	100	100
	การประเมินผลการปฏิบัติงานพนักงานจากหลายมิติ (ร้อยละของพนักงานทั้งหมด)	Multidimensional performance appraisal (% of all employees)		100	100	100	100
	การเปรียบเทียบและการจัดลำดับพนักงานภายในหมวดหมู่เดียวกันอย่างเป็นระบบ (ร้อยละของพนักงานทั้งหมด)	Formal comparative ranking of employees within one employee category (% of all employees)		100	100	100	100
2-30 (102-41)	เสรีภาพในการสมาคม/ข้อตกลงการเจรจาต่อรอง	Freedom of Association / Collective Bargaining Agreements					
	% ของพนักงาน ที่อยู่ในข้อตกลงการเจรจาต่อรองร่วม ผ่านคณะกรรมการสวัสดิการของทรู	% of employees covered by collective bargaining agreements through True Welfare Committee	Percent	100	100	100	100

GRI Standard	Data Description		Unit	2021	2022	2023	2024
LABOR PRACTICES							
404-1	การฝึกอบรมพนักงาน	Training & Development					
	จำนวนชั่วโมงโดยเฉลี่ยของการฝึกอบรมต่อปีต่อพนักงานหนึ่งคน	Average hours per FTE on training and development	Hours/ Person	37.74	35.15	46.5	54.13
	จำนวนชั่วโมงเฉลี่ยของการฝึกอบรมพนักงานต่อปีทั้งองค์กร	Total Hour per FTE training and development (company-wide)	Hours/ Year	778,123	702,859	495,690	400,129
	จำนวนวันเฉลี่ยของการฝึกอบรมพนักงาน	Average day per FTE on training and development per year	day	4.7	4.4	5.8	6.8
	จำแนกตามระดับ	By Level					
	- ผู้บริหาร	- Executive Level	Hours/ Person	63.44	38.69	30.33	56.05
	- พนักงานทั่วไป	- Staff Level		37.55	29.83	45.7	54.02
	จำแนกตามเพศ	By Gender					
	- พนักงาน ชาย	- Male	Hours/ Person	41.55	31.04	46.74	51.34
	- พนักงาน หญิง	- Female		33.97	28.42	46.33	56.34
	จำแนกตามกลุ่มอายุ	By Group Age					
	< 30 ปี	< 30 years	Hours/ Person	31.15	28.29	22.78	42.02
	30-50 ปี	30-50 years		40.24	30.86	49.18	60.58
	> 50 ปี	> 50 years		54.31	24.16	72.25	54.55
	จำแนกตามเชื้อชาติ	By Ethnicity					
	- ไทย	- Thai	Hours/ Person	99.83	29.70	46.42	54.30
	- เอเชีย	- Asian		0.05	1.70	17.60	38.40
	- ชาวต่างชาติ	- Foreigner		0.12	4.40	13.24	27.30
	ความหลากหลายอื่นๆ (จำนวนพนักงานที่เป็นผู้พิการ)	Other Diversity (Employees with disabilities)					
	- พนักงาน ชาย	Male	Hours/ Person	9.1	1.72	65.33	189.00
	- พนักงาน หญิง	Female		6.17	5.86	44.46	95.00
	พนักงานเข้าร่วมอบรมหลักสูตรความยั่งยืน	Employee attending sustainability courses					
	% พนักงานเข้าร่วมอบรมหลักสูตรความยั่งยืน	% Employee attending sustainability courses	Target	100	100	100	100
			Percent	100	100	100	100
	% พนักงานเข้าร่วมอบรมหลักสูตรหลักธรรมาภิบาลและต่อต้านการคอร์รัปชัน	% Employee attending Code of Conduct & Anti-corruption courses	Target	-	-	100	100
			Percent	-	-	100	100

GRI Standard	Data Description		Unit	2021	2022	2023	2024
LABOR PRACTICES							
404-2	จำนวนพนักงานที่ผ่านการฝึกอบรมเพิ่มทักษะและความก้าวหน้าของพนักงานในสายอาชีพ	Number of employees attended programs for upgrading employee skills and transition assistance programs (Career Development)	Person	1,509	1,515	2,223	3,030
	พนักงานหญิงในตำแหน่งที่เกี่ยวข้องกับ Science Technology Engineering and Mathematics (STEM)	Woman in STEM-related positions	Target	35	35	35	35
			Percent	38	49	38	39
	พนักงานหญิงในระดับผู้บริหารที่อยู่ในหน่วยงานสร้างรายได้	Woman in management positions in revenue-generating functions	Target	50	50	50	50
			Percent	57	67	56	53
ผลตอบแทนจากการลงทุนในทรัพยากรบุคคล	Human Capital Return on Investment (HCROI)	Times	6.02	5.85	6.79	8.93	
401-3	การใช้สิทธิ์ลาคลอด/ลาเลี้ยงดูบุตร	Parental Leave					
	จำนวนพนักงานที่ใช้สิทธิ์ลาคลอด/ลาเลี้ยงดูบุตร	Number of employees taking parental leave	Person	490	821	248	202
	- ชาย	- Male	Person	0	304	78	56
	- หญิง	- Female		490	517	170	146
	จำนวนพนักงานที่กลับมาปฏิบัติงานหลังจากใช้สิทธิ์ลาคลอด/ลาเลี้ยงดูบุตร	Number of employees returning to work after parental leave	Person	407	682	215	201
	- ชาย	- Male	Person	0	276	78	56
	- หญิง	- Female		407	406	137	145
	จำนวนพนักงานที่กลับมาปฏิบัติงานหลังจากใช้สิทธิ์ลาคลอด/ลาเลี้ยงดูบุตร และยังทำงานต่อหลังจากนั้นอีก 1 ปี	Number of employees returning to work after parental leave who are still employed for the next 12 months	Person	407	682	27	142
	- ชาย	-Male	Person	0	276	14	40
	- หญิง	-Female		407	406	13	102
	อัตราพนักงานกลับมาทำงานหลังใช้สิทธิ์ลาคลอด/ลาเลี้ยงดูบุตร	Employees returned to work after parental leave (retention rate)	Percent	83	83	87	99

Remarks N/A = not available

GRI Standard	Data Description		Unit	2021	2022	2023	2024
OCCUPATIONAL HEALTH & SAFETY							
403-9 2018 (a)	พนักงาน	Employees					
	จำนวนพนักงานที่เสียชีวิตเนื่องจากอุบัติเหตุ (ในงาน)	The number of fatalities from work-related injury	Person	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	อัตราการเสียชีวิตจากอุบัติเหตุจากการทำงาน	Rate of fatalities from work-related injury	No. per million man-hours	0.00	0.00	0.00	0.00
	- ชาย	- Male		0.000	0.000	0.000	0.000
	- หญิง	-Female		0.000	0.000	0.000	0.000
	จำนวนผู้บาดเจ็บรุนแรงจากการทำงาน	The number of high-consequence work-related injury	Person	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	อัตราการบาดเจ็บรุนแรงจากการทำงาน	Rate of high-consequence work-related injury	No. per million man-hours	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	จำนวนผู้บาดเจ็บจากการทำงานทั้งหมด	The number of recordable work-related injury	Person	9	0	0	3
	- ชาย	- Male		9	0	0	0
	- หญิง	- Female		0	0	0	3
	อัตราการบาดเจ็บจากการทำงานทั้งหมด	Rate of recordable work-related injury	No. per million man-hours	0.20	0.00	0.00	0.15
	- ชาย	- Male		0.47	0.00	0.00	0.00
	- หญิง	- Female		0.00	0.00	0.00	0.26
	จำนวนชั่วโมงทำงานทั้งหมด	Total Employee Work Hours	Hours	45,799,292	36,175,051	27,320,138	19,977,096
	- ชาย	- Male		19,316,349	13,480,674	11,674,065	8,462,311.2
	- หญิง	- Female		26,482,943	22,694,378	15,646,073	11,514,784.73

GRI Standard	Data Description		Unit	2021	2022	2023	2024
OCCUPATIONAL HEALTH & SAFETY							
403-10 2018 (a)	พนักงาน	Employees					
	จำนวนพนักงานผู้เสียชีวิตจากโรคที่เกิดจากการทำงาน	The number of fatalities as a result of work-related ill health of employees	Person	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	จำนวนพนักงานผู้เจ็บป่วยจากการทำงาน	The number of cases of recordable work-related ill health of employees	Person	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	อัตราความรุนแรงจากอุบัติเหตุการทำงาน ของพนักงาน	Injuries Severity Rate (ISR) base 1,000,000 hrs. of employee	Days per million man-hours	10.04	0.00	0.00	0.15
	อัตราการขาดงาน	Absentee Rate	Percent	0.50	1.29	0.74	0.75
	- ชาย	- Male		0.45	1.28	0.59	0.61
	- หญิง	- Female		0.54	1.30	0.86	0.85
	ผู้รับเหมา	Contractors					
	จำนวนผู้รับเหมาที่เสียชีวิตเนื่องจากอุบัติเหตุ (ในงาน)	The number of fatalities from work-related injury	Person	1	4	1	0
	- ชาย	- Male		1	4	1	0
	- หญิง	- Female		0	0	0	0
403-9 2018 (b)	อัตราการเสียชีวิตจากอุบัติเหตุจากการทำงาน	Rate of fatalities as a result of work-related injury	No. per million man-hours	0.19	0.28	0.06	0.00
	- ชาย	- Male		0.22	0.37	0.14	0.00
	- หญิง	- Female		0.00	0.00	0.00	0.00
	จำนวนผู้บาดเจ็บรุนแรงจากการทำงาน	The number of high-consequence work-related injury	Person	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	อัตราการบาดเจ็บรุนแรงจากการทำงาน ของผู้รับเหมา	Rate of high-consequence work-related injury of contractors	No. per million man-hours	0.00	0.00	0.00	0.00
	- ชาย	- Male		0.00	0.00	0.00	0.00
	- หญิง	- Female		0.00	0.00	0.00	0.00

Remark

- NA = not available

- High-consequence work-related injuries rate (excluding fatalities) = number of work-related injury that results in an injury which the worker cannot be expected to recover fully to pre-injury health status within 6 months during the reporting period x 1,000,000 work hours/total hours worked of the reporting period

- Recordable work-related injuries rate = number of occupational injuries resulting in fatality, lost time, job transfer, medical care beyond first aids, or unconsciousness (including fatality) during the reporting period (including non lost-time, medical care beyond first aids, lost time, disability, and fatality) x 1,000,000 work hours/total hours worked of the reporting period

- ISR = Number of lost working day x 1,000,000hrs/(5 working day x 8hrs x 52weeks x Total Employee), 2024 Target: 0

GRI Standard	Data Description		Unit	2021	2022	2023	2024
OCCUPATIONAL HEALTH & SAFETY							
403-9 2018 (b)	ผู้รับเหมา	Contractors					
	จำนวนผู้บาดเจ็บจากการทำงานทั้งหมด (การบาดเจ็บจากการทำงานที่ส่งผลให้เกิดการเสียชีวิต, การขาดงาน, การย้ายงาน, การรักษาพยาบาลที่มากกว่าการปฐมพยาบาลเบื้องต้น หรือการขาดสติสัมปชัญญะ (รวมการเสียชีวิต)	The number of recordable work-related injury of contractors	Person	9	73	45	25
	- ชาย	- Male		9	73	45	23
	- หญิง	- Female		0	0	0	2
	อัตราการบาดเจ็บจากการทำงานทั้งหมด ของผู้รับเหมา	Rate of recordable work-related injury of contractors	No. per million man-hours	1.70	5.08	2.51	0.91
	- ชาย	- Male		1.96	6.73	6.22	1.32
	- หญิง	- Female		0.00	0.00	0.00	0.20
	จำนวนวันที่ขาดงาน	Total lost days	Day	NA	1,632	899	715
	จำนวนชั่วโมงทำงานทั้งหมด	Total Employee Work Hours	Hours	5,291,096	14,359,894	17,916,648	27,611,110
	- ชาย	- Male	Hours	4,593,056	10,844,159	7,234,653	17,475,328
	- หญิง	- Female		698,040	3,515,735	10,681,995	10,135,782
403-1 2016	นโยบายและการฝึกอบรมด้านความปลอดภัยและอาชีวอนามัย	Health and Safety Framework and Training					
	ความครอบคลุมของกรอบการบริหารจัดการด้านความปลอดภัยและอาชีวอนามัย	Coverage of health and safety management framework	Person	92	11	62	342
	ความครอบคลุมในการฝึกอบรมด้านความเสี่ยง ความปลอดภัยและอาชีวอนามัย และการป้องกัน	Coverage of OHS health risks/ prevention training		12,890	5,217	11,619	10,935
	ความครอบคลุมในการฝึกอบรมหรือมาตรการต่างๆ ที่ส่งเสริมสุขภาพและความเป็นอยู่ของพนักงาน	Coverage of special training and/or measures to foster employees' health and well-being		127,000	169,296	18,928	19,642
2-26 (102-17)	การร้องเรียนผ่านช่องทาง	Whistle Blower Grievance					
	อีเมล	E-mail: auditcommittee@truecorp.co.th	Number	0	0	0	0
	จดหมาย	Letter		2	0	0	0
	การเข้าร่วมสหภาพโดยสมัครใจ	Freedom of Association					
	% ของพนักงาน ที่อยู่ในข้อตกลงการเจรจาต่อรองร่วม ผ่านคณะกรรมการสวัสดิการของทรู	% of employees covered by collective bargaining agreements through True Welfare Committee	Percent	100	100	100	100
	กรณีที่มีการปรึกษาหารือ/การเจรจา กับสหภาพแรงงาน เรื่องการเปลี่ยนแปลงภายในองค์กร	Number of consultations/negotiations with trade unions over organizational changes		0	0	0	0



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