



3. BUSINESS SUSTAINABILITY DEVELOPMENT

3.1 Sustainability Policy and Goal

The Company is committed and dedicated to conducting business with responsibility towards society and the environment, grounded in respect for the human rights of all stakeholders throughout the value chain. This commitment aims to generate positive impacts and sustainable development across the economy, society, and the environment.

The Company has established the True Sustainability Framework to serve as the organizational framework for sustainable operations, aligning with both local and global standards such as the Sufficiency Economy Philosophy, the United Nations Sustainable Development Goals (UNSDGs) and the fundamental 10 principles of the United Nations Global Compact, Universal Declaration of Human Rights, and core conventions of the International Labour Organization (ILO). This framework emphasizes inclusive participation from stakeholders and the assessment of key sustainability issues.

3.1.1 True Sustainability Policy

The Company has established the Sustainability Policy to ensure that its business operations generate positive impacts on the economy, society, and the environment, aligning with the Company's vision and mission. The key elements of the policy include:

- The Company conducts sustainable operations that cover its entire business processes and extend to its business partners, suppliers, and joint ventures to facilitate continuous development throughout the value chain.
- Identification of key stakeholders associated with the Company's operations, including the establishment of relationship processes with stakeholders following international standards such as AA1000SES and ISO 26000. This involves creating guidelines and communication channels to receive feedback, concerns, and expectations, as well as utilizing data to develop and enhance various operational processes of the Company.
- Regular sustainability materiality assessments are conducted to consistently identify and prioritize ESG issues that are significant to business operations and relevant to internal and external stakeholders.

The Company's Sustainability operations are overseen by the Board of Directors and the Corporate Governance and Sustainability Committee, which supervise and review various initiatives to ensure alignment with the Company's sustainability policies and established standards. The Sustainability Division, together with the Sustainability and Environmental Management System Committee, is responsible for developing strategies, setting goals, managing projects through performance monitoring and evaluation, reporting, and fostering stakeholder relations and communication.

3.1.2 Sustainability Goals and Strategy

The Company has developed the True Sustainability Framework, covering the dimensions governance and economic aspects, social aspects, and environmental aspects (ESG - Environmental Dimension, Social Dimension, Governance, and Economic Dimension). This framework reflects the principles



of responsible business practices, serving as a strategy to achieve the Company's vision and mission in leading digital infrastructure and technology systems. The goal is to enable Thai people to maximize the benefits of communication technology, leading to the development of the economy and society.

The True Sustainability Framework encompasses the Company's key sustainability issues identified through the Sustainability Materiality Assessment process. Long-term targets, referred to as the True Sustainability Goals 2030, have been established for each issue and are used as performance indicators for the organization, executives, and employees across all departments.

Executive compensation comprises both fixed and variable components which are approved by the Board of Directors. The Company conducts comparisons with industry peers on total shareholder return to determine executive short-term incentives and measurements. These financial metrics include Revenue Growth, EBITDA, Net Income and Free Cash Flow in which the Return on Equity measurement is integrated. The executive KPIs also include non-financial metrics, alongside sustainability metrics such as service quality, customer satisfaction, employee engagement, environmental and social development performance. These aim to achieve the following True Sustainability Goals 2030.

True Sustainability Goals 2030	
Living Right	
1. Corporate Governance	Highest rating received from the Corporate Governance Reporting (CGR)
2. Human Rights	100 percent human rights due diligence conducted in own business operations and in significant tier-1 suppliers
3. Digital Inclusion and Education	36 million people and internet users receive access to education, life-long learning and digital upskilling
4. Leadership & Human Capital Development	100 percent employees participating in digital reskilling and upskilling
5. Cybersecurity & Data Privacy	100 percent of significant business operations certified on ISO 27000 and compliant to Personal Data Privacy Act B.E. 2562 (PDPA)
Living Well	
6. Health & Well-being of Consumers	25 percent of total revenue from products and services that help promote health and/or well-being of consumers
7. Social Impact & Economic Contribution	500,000 smallholder entrepreneurs and individuals of vulnerable groups receiving digital upskilling for jobs and income generation opportunities
8. Innovation	200 patents of innovations and interventions granted and filed.
9. Stakeholder Engagements	88 percent engagement score of multi-stakeholder perception survey
10. Network Availability	95 percent of 5G network coverage of population throughout the nation



Living Together	
11. Climate Resilience	Reduction of carbon emissions of organization's operations and Carbon Neutrality in Scope 1 and 2, compared to 2020 base year
12. Electronic Waste Management	100 percent zero-landfill in electronic waste from business operations and those of consumer voluntary campaigns
13. Water Stewardship	45 percent reduction in water withdrawals per revenue compared to 2020 base year
14. Responsible Supply Chain Management	100 percent of significant tier-1 suppliers are audited

3.2 Supply Chain Impact Management

3.2.1 Business Value Chain

The Company's core business focuses on providing network services and delivering superior mobile and high-speed broadband internet experiences over the most comprehensive network in the country. It operates across eight frequency bands, including a 5G network covering all 77 provinces nationwide, and offers over 140,000 Wi-Fi hotspots. Additionally, the Company provides a comprehensive digital ecosystem and value-added services, including entertainment, smart home solutions, security solutions, healthcare services, and more, enabling customers to seamlessly access products and services from partner companies via the Company's network.

The Company has developed a strategic operational plan emphasizing continuous expansion of its network and service channels while driving the adoption of technologies such as IoT, cloud, AI, and 5G. These efforts aim to develop a robust digital platform that powers transformation through strong connectivity solutions.

Furthermore, the Company focuses on creating value-added products and services tailored to the needs of diverse customer and stakeholder groups. In parallel, the Company is committed to transforming into a modern, agile organization with efficient management practices to stay ahead of rapid digital technology changes. It actively pursues business opportunities through innovation, laying the foundation for new advancements in Thailand's economy, environment, and digital society. These initiatives comprehensively address the value chain of the Company and its affiliates.

The Company's core businesses are divided into four main categories:

1. **Mobile Services:** Providing nationwide network coverage under the True and dtac brands, offering comprehensive frequency bands for optimal connectivity.
2. **Internet Services:** Operating under the TrueOnline brand, offering high-speed broadband internet and WiFi services via a high-quality fiber optic network.



3. Pay-TV Services: Delivered under the TrueVisions brand, offering subscription-based television services, including nationwide HD channels and access to applications like TrueID and TrueX.
4. Comprehensive Digital Services: Delivering end-to-end digital solutions through platforms focused on innovation and technology integration, such as IoT, cloud, AI, and 5G. These services cater to enterprises and are provided by TrueBusiness, dtac Business, and True Digital Group

3.2.2 Materiality Analysis

The Company conducts an annual analysis and assessment of key sustainability issues in accordance with the GRI Standards 2021, a globally recognized reporting framework. These issues are identified through an evaluation of the organizational context, international sustainability standards, industry benchmarks, academic perspectives, and feedback from both internal and external stakeholders.

The analysis follows the principles of Double Materiality, assessing impacts in two dimensions:

1. Inside-out: Evaluating how the Company's operations positively or negatively affect stakeholders, society, and the environment.
2. Outside-in: Assessing how key sustainability issues influence the Company's business operations, reputation, and financial value, both positively and negatively.

The results guide the development of strategies, operational adjustments, and appropriate management measures within the organization. Key issues identified as highly significant undergo Expert Testing for validation and are reviewed and approved by senior executives and the Board of Directors.

For issues of the highest priority, the Company adopts a comprehensive management approach, setting short-, medium-, and long-term goals, monitoring performance, and mitigating impacts in line with GRI Standards 2021 and ISSB Standards. The outcomes are disclosed publicly to ensure transparency.

2024-2025 Sustainability Materiality Analysis	
Very-High Priority Material Issues	High-Priority Material Issues
1. Network Management	11. Corporate Citizenship
2. Data Privacy	12. Supply Chain Management
3. Cybersecurity	13. Human Capital Development
4. Climate Change & Environment	14. Risk & Crisis Management
5. Digital Inclusion & Education	15. Stakeholder Engagement
6. Innovation	
7. Customer Relationship Management (CRM)	
8. Corporate Governance	
9. Employee DE&I and OHS	
10. Human Rights Management	

For more details on the process of assessing key sustainability issues, please refer to the 'Sustainability Report 2025' available on the Company's website.



3.2.3 Stakeholder Analysis and Engagement Across the Business Value Chain

The Company places great importance on conducting its business in alignment with the expectations of its six key stakeholder groups: employees, communities and society, business partners and suppliers, customers, government agencies and regulators, as well as shareholders and investors. The Company is committed to respecting the rights of all stakeholders and ensuring fair treatment. It actively listens to their feedback, fosters mutual understanding, and builds trust to ensure sustainable business practices and maintain strong relationships with all stakeholder groups. These efforts are guided by the Company's Stakeholder Engagement Policy, which aligns with its sustainability principles.

Stakeholders	Stakeholders' Expectations	The Company's Responses
Internal Stakeholders		
Employees	<ul style="list-style-type: none"> Ensuring stability in employment for all employees following the business merger. Providing equitable and fair remuneration, along with appropriate welfare programs, and fostering employee morale through regional engagement activities. Offering opportunities for employees to develop necessary skills for career advancement, supported by an effective and fair performance evaluation system. Ensuring employee health and safety through robust occupational health and hygiene measures. Encouraging active employee involvement and open communication to incorporate their feedback into business operations. Supporting employees with up-to-date office equipment and technology that align with current work requirements and situation 	<ul style="list-style-type: none"> Regularly communicate the Company's goals, strategies, and performance outcomes to employees at all levels. Manage compensation, welfare, and employee benefits to meet or exceed legal requirements while promoting equitable and inclusive engagement activities. Foster career growth through efficient performance evaluation systems, planning tools, and management practices, alongside the development of employees' skills and knowledge. Establish a welfare committee composed of elected and appointed employees to oversee and act as a liaison for employee feedback. Provide channels for employees to voice opinions and report non-compliance with the Code of Conduct, both anonymously and openly, including conducting surveys to assess employee engagement and involvement. Adhere to policies and best practices related to health, welfare, safety, and environmental standards. Leverage AI and automation to support Work from Anywhere initiatives and enhance workplace productivity



Stakeholders	Stakeholders' Expectations	The Company's Responses
External Stakeholders		
Communities and Societies	<ul style="list-style-type: none"> • Collaboration with civil society organizations at national and international levels to drive sustainable development, reduce inequality, and address economic, social, and environmental problems • Contributing to economic and social development by leveraging the Company's expertise in digital technology, communications, and other resources, creating public benefits and assisting the disadvantaged • Complaints and reports on misconduct are managed fairly. • Promoting activities that benefit the community, encourage participation, and provide support and assistance to society, especially in crisis situations. • Impacts from business activities, such as electromagnetic radiation from cell towers and tower installation • Respect for human rights in business conduct 	<ul style="list-style-type: none"> • Continuously build relationships and networks with civil society organizations, focusing on issues such as inequality and cybersecurity. • Organize activities and initiatives such as CONNEXT ED, True Plookpanya, VROOM, VLEARN, and the MorDee application to enhance education, learning, and quality of life through digital technology. • Conduct initiatives like the Potential and Quality of Life Development for Autistic People Project, and the Rak Bankerd Farmer Project, which promotes technology adoption among small-scale farmers. • Implement programs such as online literacy for children and youth and True CyberSafe, aimed at reducing risks and improving internet safety for users and vulnerable groups. • Strictly adhere to the Building Control Act and regulations from national and local authorities, while ensuring accurate public understanding of electromagnetic fields (EMFs), safety, and other concerns related to the construction of signal towers and network expansion. • Evaluate the environmental, social, and human rights impacts of the Company's business operations.
Business Partners and Suppliers	<ul style="list-style-type: none"> • Ensure transparent, fair, and auditable procurement processes while treating all partners with equality and fairness. • Commit to making payments on time and in full, fostering 	<ul style="list-style-type: none"> • Adhere to policies that ensure fair, transparent, and equal treatment of business partners while upholding good corporate governance. • Clearly communicate procurement policies and practices outlined in the Business Partner Code of



Stakeholders	Stakeholders' Expectations	The Company's Responses
	<p>trust and reliability in business relationships.</p> <ul style="list-style-type: none"> • Safeguard trade secrets, including concepts, products, and other proprietary information, to maintain confidentiality and trust. • Enhance understanding and skills related to compliance with the Business Partner Code of Conduct, which includes sustainability requirements (ESG). • Provide knowledge and development opportunities to empower partners, fostering mutual growth and long-term success. • Promote joint social and environmental initiatives, including activities that strengthen relationships and collaboration. • Actively encourage feedback and suggestions from business partners to improve collaboration and enhance mutual business operations 	<p>Conduct, which includes internationally recognized ESG standards.</p> <ul style="list-style-type: none"> • Utilize online procurement systems to enhance transparency and ensure an auditable selection process for business partners. • Ensure payments are made on time and in accordance with agreed terms and amounts. • Uphold the rights to intellectual property and protect the personal data of business partners and third parties. • Conduct evaluations of key suppliers, including both direct and indirect partners, and regularly administer sustainability assessments to identify risks and opportunities for supply chain improvement. • Share information and expertise with partners on climate target-setting, strategies for achieving Net Zero, and sustainable practices to enhance supply chain responsibility. • Actively listen to feedback and expectations from business partners to continuously improve operations and partnerships.
Customers	<ul style="list-style-type: none"> • Ensure a stable and comprehensive network across the country to meet the needs of all users. • Provide top-quality products and services supported by exceptional after-sales support. • Continuously develop service delivery, especially online channels, along with efficient, prompt, and tailored after-sales support to address customer issues and needs. • Offer a wide range of products and services suitable for various uses at fair prices, 	<ul style="list-style-type: none"> • Provide uninterrupted services to customers through diverse channels, while maintaining and expanding mobile network coverage to support home internet usage, aligning with organizational work-from-home policies. • Deliver high-quality products on time and at fair prices, ensuring a positive and equitable customer experience. • Adhere to the Company's policy of treating all customers fairly and equally, with respect as a core principle.



Stakeholders	Stakeholders' Expectations	The Company's Responses
	<p>including services tailored for vulnerable groups while prioritizing environmental considerations.</p> <ul style="list-style-type: none"> • Implement robust measures to safeguard personal data and ensure no violations of customer privacy 	<ul style="list-style-type: none"> • Comply rigorously with the Company's policies on protecting and safeguarding customer personal data, following defined procedures and based on customer consent. • Continuously develop and improve the customer service system, enhancing the efficiency of problem-solving for customers professionally, and using customer satisfaction data and feedback to make improvements. • Develop and enhance the necessary capabilities and skills of employees to provide more efficient and faster service to customers, particularly digital skills and AI, alongside other skills such as improving Service Mind.
Government Agencies and Regulators	<ul style="list-style-type: none"> • Operate in compliance with principles of good governance, ensuring fairness, equality, and transparency. • Provide clear and transparent reports to support planning, governance, or management of regulatory impacts. • Collaborate with government programs and participate in activities that benefit society and the environment, contributing to sustainable development. • Prioritize human rights issues and actively listen to the voices of stakeholders. • Handle complaints efficiently to ensure timely resolution and stakeholder satisfaction 	<ul style="list-style-type: none"> • Conduct business with fairness and equality, complying with all applicable laws and regulations while respecting human rights. • Ensure the transparent disclosure of information to build trust and accountability. • Actively participate in shaping public policies relevant to business and the telecommunications industry, particularly in areas such as personal data protection and the prevention of the misuse of telecommunications services for criminal or unlawful activities. • Foster and sustain positive cooperation and relationships with stakeholders and partners.
Shareholders and Investors	<ul style="list-style-type: none"> • Ensure all shareholders are treated fairly and equitably. 	<ul style="list-style-type: none"> • Adhere to the rules and regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).



Stakeholders	Stakeholders' Expectations	The Company's Responses
	<ul style="list-style-type: none"> • Conduct business operations with transparency and accountability. • Implement effective strategies to create growth opportunities and drive business success. • Prioritize sustainable business management across all ESG dimensions. • Provide accurate, timely, and easily accessible information through appropriate channels. • Focus on achieving business growth, generating profits for shareholders, and ensuring regular dividend payments 	<ul style="list-style-type: none"> • Operate with strong governance principles and a commitment to sustainable development. • Provide clear and transparent communication about short- and long-term investment strategies and growth objectives. • Ensure dividend payments are made in accordance with the Company's policy. • Maintain multiple channels for information disclosure and communication with shareholders and investors. • Participate in activities such as roadshows and conferences to engage with domestic and international investors consistently.

3.3 Sustainability Management in the Environmental Dimension

3.3.1 Environmental Policy and Practices

The Company has established an Environmental Policy to enhance the efficiency of its environmental management system through continuous improvements. The policy aims to promote responsible resource utilization, minimize environmental impacts, and ensure compliance with the ISO 14001:2015 standard. Key areas of focus include energy management, climate change mitigation, water management, waste management, and biodiversity conservation, with strict adherence to environmental laws, regulations, and requirements.

This policy applies across all business operations and emphasizes the importance of employees and business partners in achieving effective environmental management. The Sustainability Division, in collaboration with the Sustainability and Environmental Management System Committee, is responsible for formulating strategies and managing environmental initiatives in alignment with the Company's policies. Their duties include performance monitoring, evaluation, and reporting on sustainability and environmental management efficiency to the Executive Committee, the Corporate Governance and Sustainability Committee, and the Board of Directors, which provides oversight at the highest level.



3.3.2 Environmental Management Performance

▪ **Energy Management**

The Company manages energy consumption in its business operations in accordance with the Company's Environmental Policy, leveraging the framework provided by the ISO 14001:2015 standard and its climate goals. This approach encompasses setting energy reduction targets and implementing actionable plans, such as achieving an annual 2.3% reduction in electricity consumption in office buildings.

In 2025, the Company launched the True Car Free Day initiative to raise awareness and encourage employees to reduce fuel consumption during their commutes. The campaign promoted the use of public transportation, electric vehicles (EVs), bicycles, and other alternatives to private cars. The outcomes of this initiative contribute directly to the Company's efforts to reduce Scope 3 greenhouse gas emissions, aligning with its broader sustainability objectives.

▪ **Greenhouse Gas Emission**

The Company places great importance on conducting business responsibly by assessing impacts, risks, and opportunities to prepare for climate change. It has registered its support for the disclosure of climate-related financial information under the Task Force on Climate-related Financial Disclosures (TCFD) and set a target to achieve carbon neutrality by 2030. In addition, the Company has obtained SBTi approval for its targets to reduce greenhouse gas emissions: Scope 1 and 2 by 42%, and Scope 3 by 25%. It also aims to become a net-zero greenhouse gas emissions organization by 2050, using 2020 as a baseline year. Key strategies include increasing the proportion of renewable energy used in business operations, as well as upgrading equipment, processes, and business models to improve energy efficiency.

Additionally, the Company evaluates Greenhouse Gas (GHG) emissions or Carbon Footprint for Organization (CFO) throughout the supply chain every year, which is verified for accuracy according to the GRI Standards 2021 by third party. The greenhouse gas emissions data is then managed to track the progress of emission reduction efforts and to ensure alignment with the GHG reduction targets, in line with its environmental sustainability policies.

Key Initiatives in 2025 to Reduce GHG Emissions:

- **Solar Power Projects:** Expanded solar panel installations at signal towers in collaboration with partners through partnerships under Power Purchase Agreements (PPAs) to enhance the use of clean energy.
- **Energy Efficiency and Network Modernization:** Leveraged advanced technologies like Artificial Intelligence (AI) and Machine Learning (ML) to manage signal networks more efficiently. Innovations include automated power management, real-time dashboards for monitoring network quality and issue alerts, and upgraded energy-saving equipment and solutions.



- **Energy Efficiency in the office:** Such as replacing the office air conditioning system with an energy-saving system (Air Inverter), etc.
- **Internal Carbon Pricing:** Implemented a Shadow Price of 600 THB/TonCO₂e to evaluate and select investment projects from the outset, prioritizing low-carbon initiatives.
- **Innovative GHG Reduction Measures:** Adopted technologies like AI, and virtual robotics to minimize emissions. Initiatives include eliminating paper-based documents by 100% at service centers, transitioning to e-Billing and e-Tax Invoicing, and progressing towards a paperless organization.
- **Promoting Online Platforms:** Encouraged the use of online platforms for work processes, including virtual meetings, payment verifications, and issue reporting, reducing the need for physical interactions and travel.
- Supporting domestic carbon market mechanisms by purchasing carbon credits and offsetting the organization's greenhouse gas emissions, as well as utilizing Renewable Energy Certificates (REC)

Moreover, the Company has extended its climate strategy to its supply chain by incorporating key issues such as energy efficiency, increased use of renewable energy, and greenhouse gas (GHG) emissions reduction into its Business Partner Code of Conduct. Business partners and suppliers are required to acknowledge and comply with these guidelines as a prerequisite for being selected as a partner. To ensure progress on these commitments, the Company evaluates suppliers through annual surveys, on-site assessments, or other forms of engagement to monitor and track their advancements in addressing these climate-related priorities. This approach strengthens collaboration within the supply chain and supports the Company's overarching sustainability objective.

The Company has also established collaborations with significant Tier-1 suppliers to reduce greenhouse gas emissions throughout the supply chain. By 2025, 100% of these key suppliers will have committed to a Net Zero target by 2050 and adopted science-based targets (SBTi).

▪ **Water Resource Management**

The Company complies with the Water Resources Act B.E. 2561 (2018) by obtaining permits for the use of public water resources, paying water usage fees as required by law, and installing devices to measure or estimate water usage while maintaining records in accordance with legal regulations. The Company has also established guidelines for the efficient use of water resources. In 2025, the Company implemented several initiatives to enhance water efficiency, including continual maintenance of:

- **VRV/VRF Air Conditioning Systems:** Managed the Variable Refrigerant Volume (VRV) or Variable Refrigerant Flow (VRF) systems in office buildings. to ensure energy efficiency and optimize cooling performance.
- **High-Quality Drinking Water Systems:** Monitored the Reverse Osmosis (RO) water plants strictly to ensure strict compliance with global



standards such as NSF HACCP, providing employees with access to clean and safe drinking water within office premises.

- **Water Pipes:** Maintained and managed Polypropylene (PPR) pipes, which were upgraded from steel pipes, to reduce water discharge and address issues like yellow or rust-colored water.
- **Water Recycling Project:** Established a system to collect and recycle wastewater that remains in good condition for secondary uses, such as watering plants, optimizing water reuse, and minimizing overall water consumption.

▪ **Waste Management**

The Company is aware that in operating business and any activity shall generate waste that contributes environmental impacts. Therefore, it has set a goal to reduce landfill e-waste from operations to zero by 2030. Other goals include achieving 100% waste segregation in accordance with the ISO14001:2015 framework. Major projects are as follows:

- **E-waste Management**

The Company has set a target to achieve Zero Landfill in e-waste by 2030. To this end, the Company has developed processes and implemented efficient management of electronic waste generated from its business operations to minimize environmental impacts. A set of criteria for selecting service providers for sorting and recycling electronic waste has been established and enforced across the organization. This ensures that electronic waste from operations—such as network equipment, computers, batteries, and electrical appliances—is properly collected, transported, sorted, and recycled. Only service providers with valid licenses from the Department of Industrial Works are engaged, ensuring that 100 percent of the electronic waste is recycled with no landfill disposal.

In addition to improving internal systems, the Company has extended its electronic waste management initiatives to customers, users, and society. In 2025, the Company organized campaigns to raise awareness, educate, and encourage proper disposal of electronic waste through the following activities:

1) 'Think Took Tee Dee Tor Jai' e-Waste Disposal Campaign

– This initiative provides convenient options for the public to dispose of old smartphones, mobile phones, accessories, and small electronic devices. Collection boxes for electronic waste are available at True Shops, TrueSphere, and dtac Halls. To encourage participation, the Company collaborates with leading partners from various industries to offer rewards as incentives for proper e-waste disposal. Additionally, the campaign expands e-waste collection points in collaboration with public and private sector organizations, as well as non-profit organizations, ensuring accessibility for the public across all channels.

**2) 'e-Waste TinkTookTee DeeTorJai On the Go' Project:**

An upgraded initiative of the 'e-Waste TinkTookTee DeeTorJai' program, introducing a mobile collection service for electronic waste. This service enables individuals, organizations, and businesses to conveniently hand over e-Waste for proper disposal without leaving home or traveling long distances. The pilot phase starts in Phra Nakhon Si Ayutthaya province and has been expanded to key locations across Bangkok and the metropolitan area. The project is supported by both public and private sector partners, reflecting a shared commitment to fostering environmental awareness and working together to protect the environment for a sustainable future of the country.

3) 'Easy Trade Program' – This campaign promotes extending the lifespan of mobile phones. In collaboration with business partners, the Company launched the Easy Trade Program, allowing customers to trade in their old mobile phones for new ones. This initiative encourages the circulation and reuse of old phones, achieving 100% recycling of mobile devices. By doing so, it helps reduce electronic waste and minimizes environmental impact.**- Municipal Solid Waste**

The Company's waste management aligns with the framework of the ISO 14001:2015 standard and targets 100 percent waste segregation within the organization. In addition, efforts have been implemented to reduce waste and conserve natural resources. For example, the Company continuously supports the use of recycled paper bags at True Shops, replacing plastic bags with environmentally friendly packaging. This initiative not only helps reduce plastic usage but also encourages customers to adopt environmentally conscious consumer behaviors. Within the organization, the Company launched the 'Say No to Plastic' campaign to encourage employees to reduce the use of single-use plastics in the workplace. Employees are urged to use reusable items such as fabric bags, water bottles, tumblers, and containers. The Company has provided globally certified drinking water systems, coffee machines, and incentives, such as discounts from in-building vendors for employees who bring their own containers for food, beverages, and shopping bags.

The Company has established its organizational carbon footprint and will disclose greenhouse gas (GHG) emissions data in its 2025 Sustainability Report. This information has been independently verified for accuracy and reliability by TÜV NORD (Thailand) Co., Ltd., an external accredited verifier registered with the Thailand Greenhouse Gas Management Organization (TGO). The assurance was conducted in accordance with the GRI Standards (2021) and the International Standards on Assurance Engagements (ISAE) 3000 and ISAE 3410, ensuring that the reported data meets globally recognized principles for sustainability reporting and greenhouse gas assurance. The disclosure of this data will take place following the completion of the verification process for the Company's 2025 GHG emissions.



▪ **Biodiversity Management**

The Company recognizes that its business operations throughout the value chain may impact ecosystems and biodiversity. Therefore, the Company has committed to a Net Positive Impact on Biodiversity, making it a key element of its Environmental Policy. The Company has established a framework for assessing risks and impacts on ecosystems and biodiversity and actively promotes initiatives to mitigate impacts and enhance biodiversity wherever feasible. Additionally, the Company has committed to achieving Net Zero Deforestation, aiming to restore or plant trees to compensate for any loss resulting from its current or future operations by 2030.

In 2025, the Company assessed the risks and impacts on biodiversity resulting from its business operations. The scope of the assessment was expanded to cover all the Company's signal tower locations. The Biodiversity and Ecosystem Service Trends and Conditions Assessment Tool (BESTCAT) was used for the preliminary evaluation, which identified 195 signal towers located in very high-risk areas, encompassing three main dimensions: 1) global species diversity, 2) species diversity compared to similar local areas, and 3) threatened species. For site-specific assessments, the Company utilized the Integrated Biodiversity Assessment Tool (IBAT), which revealed: 50 signal towers located within Protected Areas and 31 signal towers situated within the radius of Key Biodiversity Areas (KBAs).

However, the Company has established mitigation measures for potential negative impacts according to biodiversity management guidelines, including avoidance, impact reduction, restoration, and compensation. This is done by collaborating with external agencies to promote and conserve wildlife species, including ecosystems that serve as habitats for animals. In 2025, the Company has undertaken operations in the following areas:

- 1) Sarus Crane Conservation and Restoration Project in Buriram Province
- 2) Pacharasutha Kajanurak Project – an early warning and monitoring system for wild elephants.

Additionally, the Company organized reforestation activities in collaboration with partners and communities to restore forest balance. The Company conducted compensatory reforestation in areas identified as impacted through assessments, such as Nan Province and Chiang Rai Province.

For more details on the Environmental Dimension performance, please refer to the 'Sustainability Report 2025' available on the Company's website.



3.4 Social Dimension

3.4.1 Social Policies and Practices

The Company has established various policies to ensure sustainable social practices, in addition to its overarching Sustainability Policy. These include the Personal Data Protection Policy, Human Rights Policy, Labor and Employee Management Policy, and Occupational Health and Safety Policy, among others. Additionally, the Company has operated its business in accordance with ISO 45001:2018 standards and received certification from an independent verifier in the third quarter of 2025.

The social initiatives focus on driving business growth to create value for stakeholders in a continuous, transparent, and equitable manner, in alignment with the Company's Sustainability Policy and the True Sustainability Framework. These efforts are grounded in the promotion of human rights for stakeholders in areas relevant to the telecommunications and technology sectors. Key focus areas include, for example, protecting personal data, delivering safe products and services for consumers, and utilizing the Company's resources and expertise to foster an equitable and inclusive society, enabling universal access to technology for education, lifelong learning, improved quality of life, and income generation.

The operations in the social dimension within the organization and throughout the supply chain will focus on promoting safety and occupational health, managing diversity and inclusion, and promoting equality and fairness, among other aspects.

3.4.2 Social Dimension Activities

- **Human Rights**

The Company has established a Human Rights Policy to control and mitigate risks of human rights violations throughout its supply chain, including suppliers, joint ventures, business partners, and customers, as well as vulnerable groups such as children, women, persons with disabilities, local communities, ethnic groups, LGBTQ+ individuals, and laborers of suppliers, joint ventures, business partners, and migrant workers. This policy aims to prevent issues such as child labor, forced labor, labor exploitation, and unregulated use of indigenous or migrant labor. The policy also includes a compensation process and mandates comprehensive Human Rights Due Diligence (HRDD) every two years.

In the latest assessment conducted in 2025, five significant human rights risk issues (Salient Issues) were identified: 1) Discrimination – lack of appropriate applications or systems that are accessible and user-friendly for persons with disabilities; 2) Occupational health and safety for surrounding communities, such as communication cables posing a strangulation hazard; 3) Cybersecurity for children and youth – promoting online safety awareness among young people; 4) Online fraud; and 5) Occupational health and safety for partners and contractors, including work-related accidents.



The Company has established measures to mitigate these risks, as well as prevention, monitoring, corrective actions, and remediation in case of violations.

Since 2023, the Company has expanded its human rights due diligence to encompass the supply chain, aiming for 100 percent of key direct suppliers to undergo human rights risk assessments. These assessments are conducted by third-party organizations to ensure transparency and impartiality. In 2025, the Company assessed 50 percent of key direct suppliers.

▪ **Employees and Labor Engagements**

The Company has established policies for employee care and human resource management, such as the Employment and Labor Management Policy, which adheres to international principles and standards. Additionally, the Company has developed an operational framework based on the Employee Journey or the True HR6 Cycle, aiming to create a Center of Growth and Care for employees while driving human resource operations into the era of HR Digitalization. This prepares employees to navigate all aspects of digital disruption effectively. The outcomes of initiatives under the True HR6 Cycle are as follows:

- **Recruitment**

The Company has established guidelines for recruiting and selecting talented personnel, focusing on attracting the younger generation by building the organization's image as a Tech Telco Leader. Additionally, it collaborates with leading universities both domestically and internationally to provide opportunities for young talent to participate in the True Internship Program. This program is open to second-year students and above, offering hands-on training, the chance to work alongside experts in various fields, and the development of essential skills for future careers. For recruitment and selection, the Company clearly defines the qualifications for each position using a Competency Framework as the standard criteria. It also adheres to the principles of Diversity & Inclusion, ensuring no discrimination based on gender, race, or religion, and providing equal opportunities for everyone.

- **Employee Development**

The Company aims to become a leading telecommunications and technology firm under the strategy 'Future-Ready True, Future-Ready You.' This vision is supported by programs from the True Digital Academy, a platform for equipping individuals with essential digital skills to foster a new organizational culture and drive transformation. The strategy is built on three core pillars: 1) enhance leadership capabilities at all levels with cutting-edge development programs; 2) build a future-ready workforce by fostering digital skills through personalized development plans and promoting a culture of lifelong learning; and 3) emphasize an Agile work approach that enables adaptability and responsiveness to change at any time.



The '45-Hour LEARNATHON' program encourages employees to develop digital skills by completing 45 hours of digital training courses through the True Learning Platform by the end of 2025. This platform allows employees to learn anywhere, anytime, offering a variety of internal courses for self-paced learning. The Company also focuses on continuously developing employees' skills in digital technology and AI through diverse learning formats, such as online learning platforms, expert lectures, and hands-on workshops. These initiatives are carried out in collaboration between the Human Resources department and leading global technology organizations.

Additionally, the True Next Gen Program is designed to cultivate the next generation of leaders within the organization. This intensive 18-month development program provides recent graduates and early-career employees with opportunities to unlock their potential, gain diverse business experiences, and receive close mentorship from senior executives, preparing them to become key contributors to the Company's future workforce.

- **Employee Performance Evaluation**

The Company employs a Performance Management System (PMS) for annual employee performance evaluations. This system is designed to measure and assess employee effectiveness. The objective is to promote continuous improvement and development of every employee's work potential. All employees are required to participate in the evaluation process, which includes setting measurable and effective work goals together with their supervisors, following the 'SMART' principles, within a system applied across the organization. In addition, the Company conducts 360-Degree Feedback performance evaluations. The results are compared with employees at the same level and communicated directly with everyone. These evaluation results are used to support decisions regarding annual training plans, career development, and compensation. Furthermore, the Company provides One-on-One Discussions between employees and their supervisors to encourage ongoing improvement and enhance work performance.

- **Reward Management**

The Company adheres to fair and competitive compensation practices in compliance with labor laws to attract, retain, and motivate talented individuals. These practices are designed to ensure that employees remain a key driving force in fostering the Company's sustainable growth. Compensation is determined based on the results of employee performance evaluations.

The Company has designed and managed employee benefits to be robust and inclusive, tailored to the needs and lifestyles of different employee groups. These benefits are provided under the 'Plook Rak' (Planting Love) program, which covers four key areas: 1) Planting Love, Planting Virtues; 2) Planting Love, Planting Wealth; 3) Planting Love,



Planting Health; and 4) Planting Love, Planting Engagement. In addition, the Company offers employee leave benefits such as 180 days of paid maternity leave, exceeding the 90 days required by law, as well as leave for religious ceremonies, including ordination leave, and birthday leave. The Company also supports inclusion and equality for LGBTQ+ employees, recognizing diversity as a driver of innovation and creativity. Specific benefits for LGBTQ+ employees include 30 days of leave for gender reassignment surgery, six working days of marriage leave for same-sex employees, leave for child adoption procedures, and seven days of leave for newborn childcare.

In addition, the Company has established 10 employee interest clubs to promote unity and collaboration among employees, providing opportunities for them to engage in activities aligned with their personal interests. The operation of these clubs also contributes to driving innovation and fostering creativity within the organization.

This year, the Company utilized annual health check-up results and data identifying employee risk groups to develop proactive and targeted health screening programs for employees based on their risk profiles, aiming to manage potential health risks. Furthermore, knowledge-sharing sessions with experts were organized to help prevent these risks. These activities are designed to create a safe working culture, reduce the risk of illness, injury, or fatality, and ensure proper care for employees' quality of life.

The Company has improved its workplace under the Createch Living Space concept, fostering an environment that promotes creativity and innovation. The workplace provides spaces tailored to employees' preferences, including a ping-pong table, climbing wall, music room, nursing room, fitness center, massage room, relaxation room, beauty salon, convenience store, prayer room, and an open space with vegetable gardens where employees can harvest produce for personal consumption. Additionally, the Company offers welfare programs such as the MorDee application, enabling employees to consult health professionals at any time, enhancing overall well-being. The Smart Meeting system was developed to accommodate evolving work styles.

- **Employee Management**

The Company continuously develops and enhances employee management practices to cover all aspects of work, aiming to achieve optimal productivity. Employee performance and satisfaction are measured through Enablement and Engagement assessments using the 'Pulse Survey' conducted quarterly. In addition, the Gallup Survey, a globally recognized platform, is used to assess the level of employee engagement within the organization. It is also utilized to evaluate internal employees, measuring job satisfaction, growth opportunities, and organizational support. The data collected from the survey is summarized into an Employee Engagement Index to measure the success of internal activities.



The Company fosters an organizational culture and work approach by instilling the 4C values: Compassion – empathy and care for one another; Credibility – building trust and reliability; Co-creation – collaborative learning and innovation; and Courage – boldness in thinking and action. This is complemented by cultivating a safe working environment, reducing risks of illness, injury, or fatalities, and ensuring the well-being of employees and contractors. The Company has implemented safety procedures such as conducting site surveys to identify risks, inspecting protective equipment, providing safety training programs, verifying workers' permits, and planning and assessing hazards before initiating tasks. These measures ensure a safer workplace and improve the quality of life for all employees.

Additionally, the Company emphasizes the growth and success of employees amid changing circumstances by enhancing organizational efficiency, supporting high-potential employees, facilitating transitions, promoting internal career mobility, adapting roles, and creating new job opportunities to align with ongoing changes. These efforts ensure that employees can continue to adapt and meet the evolving needs of the business and market while upholding fair and non-discriminatory labor practices.

In 2025, the Company implemented various activities to instill the 4C values and foster employee engagement and organizational commitment. These included initiatives such as Culture Igniter activity that involved representatives selected from each department to convey the organization's culture to their colleagues, as well as gathering feedback and suggestions from employees for future improvements, and the 'Ask Us Anything' activity that provided employees with the opportunity to meet, talk, exchange ideas, and offer direct feedback to top management.

- **Exit**

The Company applies statistical analysis tools and models to evaluate employee satisfaction survey results and identify the causes of resignations. The findings are used to improve benefits through various programs and activities aimed at retaining and motivating employees, such as flexible working hours, customizable health insurance plans, and promoting workplace equality.

Additionally, the Company enhances interdepartmental collaboration processes, strengthens employee capabilities through Reskill & Upskill initiatives in market-demanded areas, and adheres to fair and competitive compensation practices based on different formats. These practices are guided by insights from Pulse Surveys and involve active collaboration with relevant executives. As a result, the employee turnover rate has shown a downward trend.

The Company also prepares employees for a happy and secure retirement through the 'Happy Retirement Program'. This program provides training and guidance on effective saving, investment management, post-retirement spending plans, income allocation, as well as appropriate ways to maximize benefits from the provident fund.



▪ **Customers Relationship Management**

Customers are key stakeholders, and the Company is committed to ensuring their satisfaction and delivering the best possible experience with its products and services. Customer feedback, expectations, concerns, needs, and behaviors serve as vital inputs for shaping investment strategies and business management across all areas. The Company operates under a corporate culture with a core focus on 'Customer' (Customer-Obsessed Culture). It employs a variety of tools to measure customer satisfaction and continuously enhances customer service experiences. This includes offering comprehensive digital lifestyle products and services such as smart home innovations, entertainment solutions, and broadband services to create happiness at home, positioning the Company as a leader in customer experience and driving enterprise customers toward digital transformation. Artificial Intelligence (AI) and cloud-based IT infrastructure are integrated across all business operations.

At the same time, the Company emphasizes building a Digital & Omnichannel Customer Journey as a key strategy to deliver a seamless experience across all touchpoints - online, offline, True and dtac apps, and call centers (1242 and 1678) - with systematically connected customer data. Additionally, the organization is driven by automation to reduce repetitive tasks, improve accuracy, and empower employees to focus on creating real value for customers. In addition, the Company regularly and continuously measures customer satisfaction scores to gather feedback and suggestions and to use them to improve its services. This includes online evaluation scores such as CSAT, iCSAT, and the Net Promoter Score (NPS).

In times of national disasters such as floods, storms, or earthquakes, the Company also supports medical personnel, communities, and relief agencies in disaster response, ensuring that people in affected areas can stay connected and always informed.

The Company also undertakes initiatives to protect the rights and safety of its customers, focusing on safeguarding personal data and enhancing mobile and internet usage safety. These efforts align with customer expectations and include the following details.

- **Personal Data Protection**

The Company strictly considers customers' privacy in its business operations to build trust and protect consumers' fundamental rights. It has established a Personal Data Protection Policy and a Privacy Notice that comply with the PDPA, covering customer services, collaboration with business partners, cybersecurity, personal data protection risk assessment, as well as data usage, storage systems, and data retention periods, all in accordance with the law and the consent provided by customers. Every employee must prioritize the protection of customers' personal data in every step of their work and strictly adhere to the Company's Personal Data Protection Policy.



In 2025, the Company continues to implement strict measures for protecting customers' personal data under its policy. A Data Protection Officer (DPO), appointed since 2023, is responsible for enforcing the policy, providing employee training, managing risks, assessing impacts, and continuously improving procedures to ensure they are appropriate for current situations and emerging risks. Additionally, the Company communicates policies and practices to employees who are required to attend personal data training courses and acknowledge the Company's policy. In 2025, employees must also complete an online course on Privacy and Ethical AI.

Furthermore, the Company continues to enforce the Authority Request for Personal Data Disclosure Assessment Process across the organization. This process is considered a measure to protect customers' personal data in line with human rights regarding privacy. A committee comprising representatives from various departments, such as Legal, Sustainability Development, Corporate Communications, and Information Security, reviews requests from government authorities. Key assessment criteria include whether the requesting authority has the legal mandate to act, whether the request is based on Thai law, whether it violates or conflicts with human rights, and whether the requested data and its volume align with the intended purpose.

- **Cybersecurity Management**

The Company has consistently recognized the dangers associated with mobile phone and internet usage, such as fraudulent call center operations, copyright-infringing websites hosting malware, gambling advertisements, and explicit content. These issues have caused significant losses to Thai society, impacting daily lives and user safety.

In 2025, the Company collaborated with partners from the public sector, private sector, and civil society—such as the Central Investigation Bureau, Cyber Police, and TrueMoney, to strengthen defenses against cyber threats across all dimensions. This includes sharing in-depth information to enable timely investigation and legal action, as well as raising awareness and disseminating public information campaigns to educate people on how to stay vigilant against online scams. The Company also continues to protect over 60 million customers from cyber threats through its highly effective and free service, True CyberSafe, which offers three main features: 1) a malicious link screening system that has already prevented customers from clicking fraudulent links more than 2.066 billion times, an average of 7 million times per day, since its launch on 3 December 2024. 2) Call AI Filter, which uses AI and government-provided suspicious number data to screen and alert users about suspicious calls, and 3) SMS AI Filter, which is being rolled out to help detect fraudulent SMS messages. Additionally, the 9777 Scam Report service enables the public to quickly report and block scam calls.



▪ **Network Availability and Coverage**

Customer experience, particularly in terms of network quality, is a top priority for the Company. The Company is committed to continuously enhancing its high-quality network by expanding coverage areas and optimizing the use of its comprehensive frequency spectrum to ensure maximum efficiency, while simultaneously upgrading and modernizing the network (Network Modernization) to a new industry standard for Thailand's telecommunications sector. This includes the complete integration of True and dtac's infrastructure and signal towers, as well as enhancing high-speed internet performance on both 5G and 4G networks to deliver broader coverage, faster speeds, and readiness to support future technologies. In 2025, the Company emerged as Thailand's leading 5G network provider, delivering extensive population coverage particularly in the country's key economic zones, including Bangkok and its metropolitan areas and the Eastern Economic Corridor (EEC). The Company's 5G network covers 99 percent of Bangkok and its metropolitan areas and 94 percent nationwide.

The Company monitors and maintains network quality 24/7 through a team of engineers at the Business and Network Intelligence Center (BNIC), the central hub for managing and overseeing the Company's nationwide network. The center integrates AI, Machine Learning, and Automation technologies with Big Data to monitor, analyze, and plan network management in real time. With Anomaly Detection capabilities, it can predict and resolve issues promptly, minimizing user impact and enhancing signal quality for 5G, 4G, and home internet. This ensures customers enjoy a fast, stable, and highly efficient experience in every situation.

During the flood crisis that affected several northern provinces in 2025, the Company implemented enhanced measures to ensure maximum efficiency in communication during the emergency. Emergency reporting and assistance request channels were established, alongside the deployment of a special operations team at the BNIC for a dedicated 24/7 War Room to manage the network. Key measures included preparing backup tools, equipment, and resources such as 4-wheel drive vehicles, flat-bottom boats, and mobile cell-on-wheels (COW) units. Field teams were also mobilized to maintain signal towers and deploy emergency generators as soon as conditions allowed. During the floods, some signal towers operated temporarily on backup battery power to ensure the safety and connectivity of the affected communities.

In addition, the Company supported relief efforts for victims of the earthquake and building collapse in the Chatuchak area, as well as the road subsidence incident in front of Vajira Hospital on Samsen Road, Bangkok. The company deployed rapid mobile base station vehicles to strengthen 5G/4G network coverage, ensuring communication for the public and government agencies operating in the affected areas. The Company also increased signal monitoring and network maintenance by its engineering team around the clock to ensure continuous and highly efficient service.



▪ **Innovation Management**

The Company continues to drive its vision of becoming a Telecom-Tech Company, integrating communication technology with digital innovation to create sustainable value for customers, society, and the environment. Under the concept of an AI First Organization, artificial intelligence is placed at the core of business operations. The Company manages innovation through both Closed Innovation within the organization—encouraging every employee to become an ‘innovator’, and Open Innovation via collaboration with business partners, universities, and startups to jointly research and develop new technologies that meet the needs of customers and society in the digital era.

In 2025, the Company established a Center of Excellence (CoE) for Digital and Artificial Intelligence at True Digital Park as a hub for innovation research and development. This center connects key technologies including Cloud, AI/ML, IoT, Robotics, 5G, and Blockchain to enhance the organization’s technological capabilities and build a strong Innovation Ecosystem. The Company also emphasizes fostering an internal Innovation Culture that allows everyone to participate in creating, developing, and transforming creative ideas into tangible business outcomes, such as:

- **True CyberSafe:** A cybersecurity protection system for over 60 million True, dtac, and True Online customers, offered free without registration or additional app downloads. The system uses AI technology to accurately filter and alert against scam calls and SMS messages, leveraging a database of over 300,000 suspicious numbers compiled in collaboration with the Cyber Police.
- **True Virgo AI:** An intelligent AI platform for retail businesses that transforms traditional stores into Smart Retail Spaces by using data and AI to improve store management and customer experience. This initiative is in partnership with Sand Star and NVIDIA, tailored to meet the needs of the Thai market and retailers of all sizes.
- **Genie (Green Energy Network Intelligence):** An energy management system for mobile base stations that reduces energy costs by more than 180 million Baht annually, while lowering carbon emissions and optimizing resource usage without compromising telecom network performance.

These innovations not only address business needs but also reflect the Company’s commitment to sustainable development across ESG dimensions (economic, social, and environmental), particularly through technology that reduces energy consumption and greenhouse gas emissions, and promotes a safe and inclusive digital society.



- **Business Partners and Suppliers**

The Company has implemented a Procurement Policy and a Business Partner Management Policy to provide a framework for managing business partners and suppliers, grounded in ESG principles. These policies emphasize transparency, fairness, and the use of various tools for risk assessment and relationship management. The objective is to elevate suppliers' business practices to ensure sustainability throughout the supply chain. The process includes the following steps.

- **Selection of New Business Partners and Suppliers**

The Company integrates ESG considerations into the selection process for new business partners and suppliers before procurement. The Company conducts supplier due diligence and manages risks related to suppliers' compliance with good governance principles (Supplier Due Diligence), as well as business partner self-assessments (Business Partner Self-Assessment). These processes cover environmental, social, and governance (ESG) issues, including the identification and management of specific risks, industry-related risks, and product quality risks.

Additionally, all partners must agree to comply with the Business Partner Code of Conduct, ensuring responsible business practices aligned with ESG principles. In 2025, 100% of business partners signed an acknowledgment of the Business Partner Code of Conduct, reflecting full adherence to these guidelines.

- **Identification of Main Business Partners and Partners with Risks**

Suppliers who pass the initial selection criteria enter the process of identifying Significant Tier-1 Suppliers based on the following criteria: 1) Delivering high-value goods and services, as identified through Spending Analysis, 2) Providing key goods and services essential to the Company, 3) Supplying goods and services with few competitors in the market, and 4) Exhibiting supply chain risks related to environmental, social, governance (ESG) factors and human rights.

Significant Tier-1 Suppliers and Significant High-Risk Tier-1 Suppliers undergo on-site supplier assessments to ensure their operations align with the Company's Business Partner Code of Conduct.

- **Onsite Audit and Business Partner Assessments**

The Company requires that all Significant Tier-1 Suppliers, as well as High-Risk with moderate to high individual risk levels, undergo comprehensive monitoring and business partner audits. This includes on-site assessments for domestic suppliers and remote audits for overseas suppliers.

To ensure compliance with the Business Partner Code of Conduct, if significant ESG risks are identified, the Company works closely with the supplier to investigate the root cause, establish corrective measures, and conduct follow-up evaluations. Should a supplier fail to implement



the required improvements, the Company reserves the right to terminate procurement orders or cancel contractual engagements. In 2025, the Company successfully completed 100% of on-site assessments for both Significant Tier-1 Suppliers and Significant High-Risk Tier-1 Suppliers.

- **Business Partners Capability Building**

The Company organizes annual activities to strengthen relationships with business partners and suppliers, aiming to communicate sustainability goals and encourage responsible supply chain management in collaboration with the Company. This ensures continuous and comprehensive sustainability practices throughout the supply chain. In 2025, the Company hosted the 'True Supplier Forum 2025: Together for Net Zero', with the objective of fostering collaboration with key strategic suppliers toward achieving net-zero greenhouse gas emissions in alignment with the Science Based Targets initiative (SBTi). The focus was on energy efficiency and reducing carbon emissions in their own operations. The event provided knowledge, data collection platforms, reporting tools, and expertise to help suppliers set science-based greenhouse gas reduction targets and implement plans to achieve Net Zero. In 2025, 100% of key strategic suppliers committed to actions aligned with the Net Zero goal.

Additionally, the Company organized 'True Suppliers Day 2025: Business Partner Audit Program', an annual meeting to communicate objectives and plans for responsible supply chain management. The emphasis was on promoting occupational health and safety, aiming for zero work-related fatalities among suppliers, and assessing human rights risks.

▪ **Community and Society**

Communities and society are key corporate stakeholders. The Company engages and communicates with these groups in line with the AA1000SES and ISO 26000 principles for community engagement, as stated in its Sustainability Policy.

- **Engagement with Communities**

The Company identifies communities at risk of limited access to and utilization of telecommunication networks, often due to insufficient capabilities or a lack of understanding of the benefits of telecommunication technology. To address these issues, the Company organizes various activities tailored to community needs, aiming to enhance understanding of technology benefits and empower community members to fully utilize these technologies. Examples of activities include supporting education by introducing the True Plookpanya application and website, which offer academic resources and open-access learning tools, as well as the True VROOM platform, enabling online learning and teaching anytime, anywhere. In addition, the Company promotes access to healthcare through the MorDee application, allowing parents and community members to consult doctors online without the need to travel.



The Company also provides information on electromagnetic waves from signal towers to address community concerns and contribute to environmental sustainability by increasing green spaces through tree planting. In 2025, the Company conducted community engagement activities in 10 targeted areas, reaching 3,825 community members.

Additionally, the Company emphasizes reducing inequalities through digital technology by promoting access to education, knowledge, and skills that enable individuals to build careers and generate income. Key initiatives include the following.

- **CONNEXT ED Project** – The Company is a co-founder of the Leaders for Sustainable Education Development Project, now renamed the 'CONNEXT ED' Project, aimed at improving education in Thailand and nurturing future leaders. The initiative uses a model approach for the public sector to scale up across 30,000 schools nationwide. This project is driven by five core strategies: public data transparency, market mechanisms and engagement culture, school administrator and teacher development, student-centric curriculum, and access to digital infrastructure. In 2025, the project supported 7.25 million students and education personnel nationwide.

- **True Plookpanya Project** - This initiative fosters a learning society and advances education by providing the True Plookpanya platform, accessible and free for all. The platform enables children, youth, and the public to conveniently access a wealth of knowledge, particularly bridging the educational gap for schools in remote areas, offering them equal opportunities with those in urban centers. In 2025, the platform reached 15.44 million active users, with multiple communication channels, such as the TruePlookpanya.com website, as well as social media platforms like Facebook and the mobile application.

True Little Monks Project – Initiated with the objective of supporting education and morality for youth and families, the program recognizes that knowledge and virtue are essential foundations for development and intellectual growth. By leveraging the resources within the True Group, the initiative aims to create and sustain a society of knowledge and morality in Thailand. In 2025, the project continued for the 11th consecutive year, becoming the number one content on TrueVisions and TrueID, reaching over 193 countries worldwide. About 11.07 million users viewed the program via digital platforms.

- **True Lab** – The Company fosters collaboration with leading universities to conduct research and develop innovations, while also enhancing student potential through research funding mechanisms. Additionally, the initiative includes the Youth Startup program, aimed at imparting knowledge and skills to nurture innovation and entrepreneurial capabilities among students and youth. In 2025, the program engaged more than 133 teams, comprising 593 students and youth nationwide.



- **Potential and Quality of Life Development for Autistic People Project** – Promoting self-reliance for individuals with autism and their families under the care of the foundation is a top priority. The foundation has established the CP-True Autistic Thai Foundation Vocational Training Center, which is dedicated to training and developing vocational skills. The goal is to enable individuals to sustain themselves and their families independently. In 2025, the program reached and elevated the vocational skills of over 10,552 individuals with autism and their families.
- **The Rak Bankerd Farmer Project** – Promoting the use of digital technologies, including AI, IoT, Analytics, and the True 5G Smart Network, for small-scale and next-generation farmers. The Company collaborates with organizations such as the Rak Bankerd Foundation and government agencies like the Department of Agricultural Extension, Ministry of Agriculture and Cooperatives, to create model farmers who can effectively apply digital technologies in agricultural businesses. The initiative provides knowledge and insights on digital solutions to enhance agricultural productivity, optimize marketing and distribution, and improve access to consumers. In 2025, the Company supported the 'Rak Bankerd Farmer Project 2025', which recognized outstanding farmers under the theme 'Future Farms: Leading Farmers Toward Green Transformation', reaching more than 300 farmers and networks.
- **The Sarus Crane Conservation Project** – The Company collaborates with partner organizations to release Thai Sarus cranes back into the wild in Buriram province. This initiative is coupled with promoting farmers to transition to organic farming practices and utilizing digital platforms such as TrueID and True Money Wallet to expand the distribution channels for agricultural products and provide online marketing skills training. This enables farmers to increase income from selling organic rice. In 2025, there were additional 18 Thai Sarus cranes, bringing the total to 191, and more than 6,544 individuals benefited from knowledge training.
- **Smart Early Warning Project** - a collaboration between the Company, the Department of National Parks, Wildlife and Plant Conservation, and WWF Thailand to address human-elephant conflicts using 4G/5G, IoT, and AI technologies, along with automated camera traps. When the system detects wild elephants leaving the forest and entering communities, it sends real-time images and coordinates to the control center. Officials are immediately notified and can promptly drive the elephants back into the forest, effectively reducing damage to crops and community property. In 2025, the system helped reduce damage caused by wild elephants through timely alerts, benefiting 20,457 people from 18 villages around Kui Buri National Park in Prachuap Khiri Khan Province.

For more details on the Social Dimension performance, please refer to the 'Sustainability Report 2025' available on the Company's website.



The Company's sustainability management is based on the True Sustainability Framework and Goals 2030, which is under the oversight of the Board of Directors. The Company publishes sustainability work performance both Thai and English version on an annual basis in separation of the 56-1 One Report. The Company discloses sustainability management performance in accordance with the Global Reporting Initiative (GRI) Standards (Core Option), the IFRS S2 climate-related standards of the International Sustainability Standard Board (ISSB) and aligns with the UN Sustainable Development Goals (SDGs). The 2025 sustainability report is available at the corporate website: www.true.th/sustainability.