

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 as a whole.

The Company has established the True Sustainability Framework to serve as the organizational framework for sustainable operations, aligning with global standards such as 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 is responsible for strategizing, goal-setting,

project management, and other activities aimed at achieving objectives, as well as fostering relationships and communication with stakeholders.

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 comprises key issues crucial to the Company's sustainability, derived from the Sustainability Materiality Assessment process. Long-term goals for the year 2030, known as True Sustainability Goals 2030, have been established for each issue. The details are as follows:

Issues	2030 Targets
Corporate Governance	Highest rating received from the Corporate Governance Reporting (CGR)
Human Rights	100 percent human rights due diligence conducted in own business operations and in significant tier-1 suppliers
Digital Inclusion and Education	36 million people and internet users receiving access to education, life-long learning and digital upskilling
Leadership & Human Capital Development	100 percent employees participating in digital reskilling and upskilling
Cybersecurity & Data Privacy	100 percent of significant business operations certified on ISO 27000 and compliant to Personal Data Privacy Act B.E. 2562 (PDPA)
Health & Well-being of Consumers	25 percent of total revenue from products and services that help promote health and/or well-being of consumers
Social Impact & Economic Contribution	500,000 smallholder entrepreneurs and individuals of vulnerable groups receiving digital upskilling for jobs and income generation opportunities
Innovation	200 patents of innovations and interventions granted and filed.
Stakeholder Engagement	85 percent engagement score of multi-stakeholder perception survey
Network Availability	95 percent of 5G network coverage of population throughout the nation
Climate Resilience	Reduction of carbon emissions of organization's operations and become Carbon Neutrality in Scope 1 and 2, compared to 2020 base year

Issues	2030 Targets
Electronic Waste Management	100 percent zero-landfill in electronic waste from business operations and those of consumer voluntary campaigns
Water Stewardship	35 percent reduction in water withdrawals per unit revenue compared to 2020 baseline year
Responsible Supply Chain Management	100 percent of significant tier-1 suppliers are audited.

The Company has set sustainability goals as a key performance indicator (KPI) in the organization's business operations that every executive and employee must actively participate in and take responsibility for achieving the goals. These goals include: 1) Reduction of greenhouse gas emissions for both scope 1 and scope 2, with an aim of achieving Carbon Neutrality; 2) Implementation of cybersecurity measures in alignment with the ISO 27000 standards; and 3) Ensuring personal data privacy protection in compliance with the Personal Data Protection Act. The Company consistently monitors performance to drive the accomplishment of these sustainability goals as outlined.

3.2 Supply Chain Impact Management

3.2.1 Business Value Chain

The Company's core business is to provide mobile network services, as well as value-added services to facilitate customers in accessing products and services offered by suppliers and partners through the Company's signal networks. We have also devised a strategic action plan, focusing on continuously expanding networks and service channels, creating value-added products and services to meet the needs of customers and stakeholders, and taking steps toward becoming an agile organization.

The Company is prepared to cope with the rapid changes in digital technology and seeks business opportunities through the development of various innovations. This serves as a foundation for the emergence of new developments in the Thai society, encompassing the economic, environmental, and full-scale digital aspects in the future throughout the value chain.

The core businesses of True are divided into four groups: TrueMoveH: A mobile phone service provider ranked second in the country, with a comprehensive nationwide network through complete frequency coverage. TrueOnline: A leading provider of broadband internet and WiFi services with a high-quality fiber optic network. TrueVisions: A leader in subscription-based television services and HD services nationwide. True Digital Group: A leader in digital platforms, emphasizing innovation and offering solutions through cutting-edge technology.



3.2.2 Materiality Analysis

The Company conducts an annual analysis and assessment of material sustainability issues in alignment with the 2021 General Reporting Initiatives (GRI) standard. This process involves the identification of the most significant issues derived from the corporate context, global sustainability standards and guidance, peer benchmarks, leadership insights, expert opinions, and input from both internal and external stakeholders.

The materiality assessment aligns with the Double Materiality concept, encompassing not only financial impacts, such as expenses, revenues, risks, and business opportunities, but also evaluating the Company's effects on economic, environmental, social, and human rights aspects. This comprehensive approach aims to inform future corporate strategy, operations, and improvement measures.

The materiality issues were validated by external experts, approved by management, and endorsed by the Board of Directors. For these top-priority material issues, the Company adopts a comprehensive management approach, setting targets for short-term, medium-term, and long-term periods to effectively address impacts. Subsequently, these issues are publicly disclosed in accordance with the GRI Standards 2021 guideline.

Sustainability Material Issues 2022/2023	
Top-priority Material Issues	High-priority Material Issues
<ul style="list-style-type: none"> • Cybersecurity, • Labor practice and employee diversity & inclusion, health, safety & wellness, • Data protection, • Digital inclusion & education, • Climate change management, • Human rights management, • Responsible supply chain management, • Network reliability & availability, and • Innovation management. 	<ul style="list-style-type: none"> • Risk and crisis management, • Corporate governance, • Leadership, talent attraction & retention and human capital development, • Corporate social responsibility, • Customer relationship management, • Environmental management: energy, waste, water, and biodiversity.

The results of the Materiality Issues for 2023/2024 are currently undergoing analysis and will be disclosed in the Sustainability Report 2023 on the corporate website.

3.2.3 Stakeholder Analysis and Engagement Across The Business Value Chain

The Company endeavors to operate its business in alignment with the expectations of all six stakeholder groups, encompassing employees, communities and society, business partners and suppliers, customers, government agencies, and shareholders. We uphold stakeholders' rights, ensure equitable treatment, actively listen to their concerns, and foster understanding and trust. This commitment is integral to achieving sustainable business performance and maintaining positive relationships, which we actively nurture through our stakeholder engagement program.

Stakeholders	Stakeholder Expectations	Company Responses
Internal Stakeholders		
Employees	<ul style="list-style-type: none"> • Job security after the business amalgamation • Employee compensation and benefits • Competency development and career advancement, • Effective and fair performance appraisals, • Employee welfare, and safety, • Employee participation and involvement, and • Office equipment and technologies suitable for current situation. 	<ul style="list-style-type: none"> • Communicating the Company's goals, strategies, and operating results to employees at all levels, • Managing performance rewards, benefits, and privileges is in accordance with legal requirements or exceeds legal requirements and competitive in the market. • Developing employee competencies, skills, and knowledge on diverse topics through learning channels that suit employees' behavior, • Supporting career advancement by developing effective performance appraisals to help employees recognize their competencies and reskill to advance toward their career goals, as well as implementing effective human resource planning and management, • Paying compensation on time and at appropriate rates, • Establishing an employee welfare working team, consisting of elected and appointed employees, to communicate the problems

Stakeholders	Stakeholder Expectations	Company Responses
		and opinions of employees to the Company, <ul style="list-style-type: none"> • Complying strictly with policies and practices related to health, welfare, safety, and the environment, and • Providing laptops and allowing employees to work from anywhere.
External Stakeholders		
Communities and society	<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 misconducts are fairly managed. • 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"> • Organizing activities to promote the use of technology, such as CONNEXT ED, True Plookpanya, VROOM, VLEARN, MorDee by True Health • Organizing activities to promote income generation for the community, including vulnerable groups, such as "Net for Living" initiatives for the development of individual potential, "Autistic People Development" program and the "Smart Farmer" project that encourages the use of technology among farmers. • Strictly complying with the Building Control Act B.E. 2522 and national and local government agencies' regulations to build a strong understanding of electromagnetic radiation, safety, and other issues related to cell tower installation and network expansion, • Assessing the impact of business activities on the environment, and • Building relationships and networks with civil society

Stakeholders	Stakeholder Expectations	Company Responses
		<p>organizations, especially those working to address inequality and safety.</p>
<p>Business partners and suppliers</p>	<ul style="list-style-type: none"> • Fair and equitable treatment of suppliers, • Transparent, fair, and accountable procurement processes, • To provide knowledge and grow together, • Full and on-time payments, • Protection of trade secrets, such as product ideas, • Compliance with the Supplier Code of Conduct that encompasses ESG issues, • Participation and involvement to share ideas to enhance mutual business operations, and • Sustainable mutual business operations. 	<ul style="list-style-type: none"> • Complying with policies relating to fair, transparent, and equitable treatment of suppliers and corporate governance, • Complying with a written and fair procurement policy to build suppliers' confidence in the selection procedure and to inform them of the bidding process, • Taking steps to ensure suppliers comply with the Business Partner Code of Conduct that encompasses ESG, which is a globally recognized social responsibility standard, • Requiring directors, service providers, employees, and any other persons acting on behalf of the Company to respect and avoid infringing the intellectual property rights of suppliers and others in compliance with the Business Partner Code of Conduct, • Conducting tier-1 supplier on-site audits and updating the audit checklist regularly to reduce risks and improve the supply chain, • Making payments on time and in full, and • Assessing suppliers' expectation and suggestion for improvement.
<p>Customers</p>	<ul style="list-style-type: none"> • Uninterrupted services, even during emergencies, disasters, and pandemics, 	<ul style="list-style-type: none"> • Maintaining and expanding networks to support home internet data usage in response to lockdown

Stakeholders	Stakeholder Expectations	Company Responses
	<ul style="list-style-type: none"> • Quality products, services, and after-sale services, • Continuous improvement of services and after-sale services to make them more efficient, faster, and better able to meet customer needs, • A wide range of environmentally friendly product packages at fair prices, and • Measures to protect customer personal data and privacy. 	<p>measures and work-from-home policies,</p> <ul style="list-style-type: none"> • Delivering positive experiences, equal service, and quality products, • Treating every customer fairly, equitably, respectfully, and professionally, • Strictly complying with personal data protection policy, requiring that personal data be processed cautiously, prudently, and in accordance with procedures and only to the extent necessary to accomplish business purposes, efficiently providing customer care, and supporting related commercial activities only with customer consent, • Using satisfaction survey data and input from customers to develop and improve service systems and channels continuously to provide services more efficiently and fix problems for customers quickly, • Developing the competencies and skills in employees necessary to provide customer service more efficiently, especially by utilizing artificial intelligence (AI) skills and service mind.
Government agencies and regulators	<ul style="list-style-type: none"> • Strict regulatory compliance, • Preparation of a performance report to support regulators in planning or assessment of impacts, • Provide information to regulators when regulations 	<ul style="list-style-type: none"> • Participating in developing public policies related to the business and telecommunications industry, especially regarding personal data protection, and prevention and suppression of the use

Stakeholders	Stakeholder Expectations	Company Responses
	<p>have a negative impact on equitable and transparent relationships with the public sector,</p> <ul style="list-style-type: none"> • Cooperation in government activities, and • Effective complaint handling. 	<p>of telecommunication services for crimes and illegal transactions,</p> <ul style="list-style-type: none"> • Complying with policy to maintain good cooperation and relationships with regulators, • Conducting business with transparency, fairness, and in compliance with the law, • Disclosing information in a transparent manner, and • Implementing corporate governance in compliance with laws and regulations set by regulators.
Shareholders and Investors	<ul style="list-style-type: none"> • Equitable treatment of all shareholders, • Transparency in management, • Effective management strategies and turning challenges into opportunities, • Disclosure of accurate and timely information through accessible channels, • Business growth and profitability, and • Regular dividend payment. 	<ul style="list-style-type: none"> • Complying with guidelines and regulations set by the Stock Exchange of Thailand and Securities and Exchange Commission, • Upholding good corporate governance and social responsibility standards, • Clear, transparent communication outlining business priorities in the short and long term, and investment goals to achieve growth, • Paying dividends as required by the dividend policy, • Setting up channels to disclose information and communicate with shareholders and investors, and • Participating in activities, such as roadshows and conferences, to meet with domestic and international investors regularly.

3.3 Sustainability Management In The Environmental Dimension

3.3.1 Environmental Policy and Practices

The Company has developed the Environmental Policy aiming at enhancing environmental management efficiency through continuous improvement of environmental management systems. Operations under the Environmental Policy cover all aspects of the Company's business processes, considering employees and associated business partners as integral parts of environmental management.

The Sustainability Division is responsible for strategizing and managing environmental aspects in accordance with the policies, including monitoring, reviewing, and reporting on the performance to the Corporate Governance and Sustainability Committee which is tasked with overseeing sustainability and environmental affairs. The Board of Directors has an oversight of the environmental work and performance. Environmental operations must adhere strictly to laws, regulations, and environmental requirements.

The Company has implemented environmental management and energy management systems to ensure resource efficiency, reduce environmental impacts, and comply with ISO 14001:2015 standards. Key focus areas include energy management, climate change mitigation, water management, waste management, and biodiversity management.

3.3.2 Environmental Management Performance

- **Energy Management**

Energy consumption is a crucial component in True's business operations and is considered an operational cost, especially in utilizing electricity for managing the network to provide seamless services to customers and consumers. However, the Company is well aware that energy consumption has environmental impacts. Therefore, it is essential to have management practices in place to align with the Environmental Policy.

- **Greenhouse Gas Emission**

The Company has set a target to achieve Net Zero greenhouse gas emissions by the year 2050, with a key strategy being the increased use of renewable energy in business operations. This involves modifying processes and business practices in certain activities to reduce energy consumption. Additionally, the Company calculates the amount of greenhouse gas emissions resulting from its business operations annually. This data serves as a foundation for planning and tracking the progress of emissions reduction efforts in line with the Company's sustainability goals and environmental policies.

In 2023, the Company implemented various projects to reduce electricity consumption and greenhouse gas emissions, including:

- Expansion of the installation of solar cells to generate and use electricity from solar energy. The Company collaborated with partners to utilize clean energy.
- Enhancement of energy efficiency at network stations and offices through equipment upgrades and the adoption of energy-saving solutions, such as transitioning to air inverter air conditioning systems.
- Reduction of greenhouse gas emissions by introducing electronic billing and tax invoices, replacing traditional paper-based systems.
- Support for online platforms for work-related activities, including online meetings, internal and external communications, and issue reporting.
- Internal Carbon Pricing (ICP), using a Shadow Price of 600 Baht/tonCO₂e, to consider the cost-effectiveness of projects from the outset. The Company supports low-carbon projects and plans to purchase carbon credits for projects that cannot completely avoid greenhouse gas emissions.

Additionally, the Company offers solutions for smart energy for business customers through Energy Biz-Tech. This energy management system utilizes Internet of Things (IoT) technology and an Energy Analytics Platform to monitor energy usage with smart devices, aiding in systematic energy management, reducing energy wastage, and considering environmental concerns.

▪ **Water Management**

The Company complies with the Water Resources Act 2566 B.E., meaning it has obtained the necessary permits to use public water resources and pays the required water fees. The Company has installed measuring instruments or assessed water usage, collecting data in accordance with the law. The Company has established guidelines for efficient water resource utilization.

In 2023, the Company implemented various projects to enhance water efficiency, including:

- Expanding the installation of air conditioning systems in buildings using Variable Refrigerant Volume (VRV) or Variable Refrigerant Flow (VRF) systems in offices.
- Installing a drinking water system with high-quality water filtration (RO Water Plant) within the building, meeting global standards such as NSF HACCP, to provide clean drinking water for employees.
- Changing water pipe systems from iron to PPR pipes to reduce water leakage and address issues of discolored or rusty water.

- **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. Major projects in 2023 are as follows:

E-waste Management

- The Company has developed processes and implemented waste management for electronic waste generated from business operations to be efficient and reduce environmental impact. Criteria for selecting service providers for e-waste separation, collection, and recycling are established and enforced throughout the organization. This ensures that electronic waste generated from business activities, such as network equipment, computers, batteries, and electrical appliances, is correctly stored, transported, separated, and recycled by licensed service providers, without burying or disposal.
- The "e-Waste Disposal Conveniently and Heartily" project provides convenience for the public to dispose of old smartphones, mobile phones, accessories, and small electronic devices that are no longer in use. These items can be deposited in e-Waste collection boxes at TrueShop, TrueSphere, and Dtac Service Centers, totaling 154 branches nationwide. The Company collaborates with leading partners from various business sectors and has established continuous e-Waste collection points at the National Broadcasting and Telecommunications Commission (NBTC) headquarters, Lotus supermarkets (20 branches throughout Bangkok and its vicinity), TrueSpace Coworking Space (5 branches), and 9 universities under the True LAB project.
- The campaign to promote the extended usage period of mobile phones involves a joint project with business partners called "Easy Trade." This initiative allows customers to exchange their old mobile phones for new ones, promoting the reuse of mobile phones and reducing electronic waste. This program facilitates a 100-percent recycling of mobile phones, addressing the issue of electronic waste.

Waste Management

- The "Say No to Plastic" project encourages employees to reduce the use of plastic bottles. The Company has prepared a globally standardized drinking water system for employees.
- The support for providing recycled paper bags to customers who shop regularly is an environmentally friendly packaging alternative to plastic bags. This initiative helps foster a change in consumer attitudes toward being environmentally conscious and reduces the use of plastic bags.

▪ **Biodiversity and Efforts Against Deforestation**

As our business conduct across the value chain may affect the ecosystem and local biodiversity, True has set a goal to cause no net loss of biodiversity or forest areas and support projects with positive impacts on biodiversity where possible. The Company will restore or plant trees to offset tree loss due to our ongoing or future business activities by 2030.

The Company has adopted a biodiversity risk assessment framework to manage risks and minimize negative impacts. By applying the biodiversity programs such as the Biodiversity and Ecosystem Service Trends and Conditions Assessment Tool (BESTCAT) to review and prioritize the metrics and classify and rate the risk areas by using the Integrated Biodiversity Assessment Tool (IBAT).

The biodiversity assessment identified 142 operational sites that are located in the very high-risk level locations. 89 sites located in protected areas and 56 sites located in key biodiversity areas. However, no operational sites located in very high biodiversity risk assessment results.

In the event of impacts, measures will be taken in accordance with the mitigation hierarchy, which includes avoidance, minimization, restoration, and offsetting. Moreover, we have cooperated with external organizations to protect wild species and their habitats.

- Sarus Crane Conservation Project in Buriram province
- Reforestation area under the "Sob Khun Model"
- Bajrasudha Kajanurak Project an elephant early warning system

The environmental performance will be disclosed in the Sustainability Report 2023 on the corporate website.

3.4 Social Dimension

3.4.1 Social Policies and Practices

The Company has developed various policies to ensure sustainable operations in social dimensions beyond sustainability policies, such as the Personal Data Protection Policy, Human Rights Policy, Labor and Employee Management Policy, and Occupational Health and Safety Policy.

Social operations focus on business growth to continuously create value for stakeholders in line with the Company's sustainability policies and the True Sustainability Framework. Operations are based on promoting human rights for stakeholders involved in telecommunications and technology business operations, with key issues including personal data protection, secure delivery of products and services for customers and

general users, as well as utilizing the Company's resources and expertise to create an inclusive society where everyone has access to technology for education, lifelong learning, improving quality of life, and generating income. Internally and throughout the supply chain, social operations emphasize promoting safety and occupational health, managing diversity and differences, and promoting equality and equity.

3.4.2 Social Dimension Activities

- **Human Rights**

The Company has issued the Human Rights Policy to control and mitigate risks of human rights violations throughout the supply chain, including partners, joint ventures, business affiliates, and customers, as well as various vulnerable groups such as children, women, persons with disabilities, communities, indigenous peoples, gender diverse groups, and labor from partners, joint ventures, business affiliates, and foreign labor. It aims to prevent child labor, forced labor, coercion, and the use of indigenous/local labor and international labor without control, among other issues. Processes for compensation are also specified, with human rights due diligence (HRDD) conducted every two years. In 2022, three salient human rights risk issues were identified: 1) health and safety from employee commuting, 2) customer/consumer data privacy, and 3) procurement of quality and safe products and services. The Company has outlined risk reduction strategies and preventive measures, as well as monitoring, correction, and remedy procedures for violations.

Furthermore, in 2023, the Company expanded its operations to have key partners conduct human rights due diligence (HRDD) assessments, totaling seven assessments or 30 percent of all major partners. Four salient human rights risk issues were identified: 1) health and safety of employees, 2) health and safety of partner employees (Tier 2), 3) responsible sourcing of raw materials, and 4) health, safety, and livelihood governance standards, resulting in an uplift in partner potential throughout the supply chain.

- **Employee and Labour**

True operates within an Employee Journey framework or HR6 Cycle to establish a Center of Growth and Care. This drives human resources initiatives into the era of HR Digitization, preparing employees to navigate digital disruption in all dimensions.

Recruitment

The Company aims to attract new talents to join the workforce by setting criteria for each position based on equality, non-discrimination, and inclusivity, without regard to gender, ethnicity, religion, etc. They conduct proactive recruitment through the establishment of True Capability Centers in all three vocational institutions nationwide, providing students with opportunities to learn alongside practical training according to the labor market's demands, such as network installation, construction, maintenance, sales, and customer service. Additionally, they organize the True Internship Program to offer internships for second-year students, allowing them to gain real work experience and learn from experts in various fields.

Employee Development

The Company aims to transition into a telecommunications-technology Company under the strategy "Future-Ready True, Future-Ready You." From the curriculum of True Digital Academy, a personnel development institution for essential digital skills, the Company intends to cultivate a new organizational culture and transform the workforce. The strategy consists of three aspects: 1) Accelerating the development of leadership potential with contemporary development programs for leaders at all levels; 2) Enhancing digital capabilities by expanding future skills through personalized development and lifelong learning culture; and 3) Accelerating readiness for change and adaptability, emphasizing Agile work that can be constantly adjusted.

The "40-hour LEARNATHON" program aims to support employees in increasing digital skills and participating in digital courses through the True Learning Platform. The goal is for each employee to complete 40 hours of training within 2023. The True Learning Platform allows employees to learn anytime, anywhere, with a variety of self-paced courses available.

Additionally, the True Next Gen program aims to cultivate new leaders within the organization through an intensive 18-month development program. This initiative provides recent graduates or new employees with opportunities to enhance their capabilities, gain diverse business experiences, and receive guidance from senior executives.

Employee Performance Appraisal

Employees must undergo performance evaluations annually in the Performance Management System (PMS), which is a process used to measure and assess employee performance. The goal is to promote improvement and development in work performance by setting measurable objectives agreed upon between supervisors or team leaders and employees. It is a standardized system throughout

the Company and includes a 360-degree performance evaluation, where the performance of every employee is compared with others at the same level. The evaluation results are directly communicated to the employees and are used to determine rewards and position adjustments.

Reward

The Company has upgraded its workplace environment under the concept of Createch Living Space to promote an atmosphere conducive to innovative thinking. There are areas tailored to the preferences of employees, such as ping pong tables, simulation rooms, music rooms, breastfeeding rooms, fitness centers, massage rooms, relaxation rooms, beauty salons, convenience stores, meditation rooms, and open spaces where employees can consume vegetables grown onsite. In 2023, there were activities that provided opportunities for employees to meet and chat with senior executives closely through events like Ask Us Anything, to hear feedback from all employees. Additionally, there are wellness programs like the MorDee application, allowing employees to consult on health issues anytime. Parental leave is extended to 180 days, double the legally required 90 days. There are leaves for various religious ceremonies, ordination, and equal leave benefits for LGBTQ employees, including marriage leave, childcare leave, and gender reassignment surgery leave, ensuring that all employees have equal and comprehensive access to benefits regardless of gender or age.

Employee Management

The Company continuously develops and enhances operational efficiency in terms of safety to reduce the risks of illness, injury, or death, and to adequately care for the quality of life of employees or workers. The Company has accident prevention measures in place by establishing safety procedures, such as conducting site surveys to identify risks, inspecting safety equipment, providing safety training, checking work permits for workers, planning and assessing hazards before work, and more.

The cultivation of the 4C values - Compassion, Credibility, Co-Creation, and Courage - is instilled within the organizational culture to guide daily work.

The Company prioritizes the growth and success of employees amidst change by enhancing organizational efficiency, promoting highly capable personnel, facilitating convenience in transitions, fostering internal career progression, role adaptation, and creating opportunities for new work that aligns with changes. This ensures that employees continue to adapt and respond to the changing needs of the business and labor market equally and impartially.

Moreover, in 2023, there was a regular survey of employee feedback using Pulse Survey every 3 months, allowing for fair measurement of results.

Exit

Applying statistical analysis tools and models, we analyze employee satisfaction survey results to identify reasons for resignations. This data-driven approach informs adjustments and additions to our welfare programs and care initiatives, such as flexible working hours, customizable health insurance, and workplace equality support, aimed at nurturing employee motivation within the organization.

▪ **Customers**

Customers Relationship Management

As customers are crucial stakeholders, our goal is to ensure they receive the highest level of satisfaction and experience from our products and services. Customer opinions, satisfaction, problems, needs, and behaviors serve as key inputs that guide our investment decisions and business administration. To collect these inputs, we employ a variety of tools, including research, customer satisfaction surveys which the Company conducts regular opinion surveys and maintains ongoing communication and relationships through various activities to improve customer service and satisfaction. Key contact channels include True Shop, dtac shops, Shop, True Call Center 1242 and dtac call center 1678, along with online channels such as True iService app and dtac app.

In 2023, the Company prioritized enhancing customer service accessibility by streamlining various platforms under the Simplification strategy. AI technology has been integrated across the Company's ecosystem to enhance customer services. In addition, the Company has partnered with the GSMA Open Gateway to develop the Mobile Network Open APIs. This innovative initiative facilitates Thai software and application developers in seamlessly and securely accessing the cloud network system, along with platform analysis capabilities.

Customer Data Privacy Protection

The Company prioritizes the privacy of customer information in conducting business rigorously to build trust and maintain the basic rights of consumers. It has established a data protection policy in accordance with the Personal Data Protection Act (PDPA), covering customer service, collaboration with business partners, cybersecurity, and risk assessment regarding data protection. The focus is on transparency and using data in compliance with legal requirements and the terms to which customers consent. The consent system for

customers and the data usage period are managed accordingly. Every employee must prioritize maintaining the confidentiality of customer data in all work matters and adhere to the data protection policy.

In 2023, the Company established a Personal Data Protection Unit and appointed a Data Protection Officer to enforce policies, provide training to employees, oversee risks, assess impacts, and continuously improve customer data protection processes to adapt to current situations and emerging risks. Additionally, there was communication to ensure that all employees were aware of the policies and practices regarding personal data protection, with 100 percent of employees signing to acknowledge their understanding. Furthermore, an online training session on Personal Data Privacy 102 was conducted, with 100 percent attendance from the employees.

Handling Authority Requests To Safeguard Customer Rights

As the Data Controller, the Company is responsible and put strong efforts to protecting customers' personal data in accordance with human rights practice in privacy. The Company sets a process for handing and evaluating requests from relevant government agencies regarding disclosure of personal data. This process is practiced company-wide and includes forming a committee comprising of subject matter experts from various functions such as Legal Division, Corporate Communications Division, Information Security Division to review the requests. Criteria for evaluating requests include:

- Whether the requesting agency has the authority to process the information
- Whether the request complies with Thai laws
- Whether the request violates or infringes upon human rights
- Whether the requested data aligns with the intended purpose of its use

Network Availability and Coverage

One of True Corporation's major commitments to becoming Thailand's No. 1 Telecom-Technology company is the construction and expansion of a robust telecom network nationwide. This initiative aims to provide the highest safety to customers. The Company incorporated networks to guarantee exceptional customer experiences. As of 2023, the 4G network coverage extends to 99 percent of the population and 5G network covers more than 90 percent of the population. The Company is actively advancing the integration of our infrastructure and optimizing redundant signal towers as part of the 'Single Grid' project. This initiative serves as a pivotal cornerstone in consolidating the strengths of both True and Dtac in terms of signal towers and spectrums. Through these efforts,

we are building a network that enhances signal quality and expands coverage for our users.

The Company has implemented an automatic network monitoring system to prepare for preventing network downtime, reducing the risk of service disruptions, and ensuring stable operation 24/7, 365 days a year. This system includes backup routes and an optical fiber network management system that automatically selects data transmission paths in conjunction with artificial intelligence. For example, an automatic anomaly detection system helps identify disturbances, providing an overview of the network's status when incidents occur. With this system, all devices can issue automatic work orders, enabling the network to be quickly restored to normal operation.

In response to widespread flooding caused by heavy rain in several areas in the southern region, specifically Narathiwat and Yala provinces, many people have been severely affected. True has provided assistance to the affected individuals by fully operating communication networks 24/7 to ensure smooth communication during heavy flooding. Additionally, they dispatched Cell-On-Wheels (COW) vehicles to areas where base stations collapsed and electricity was cut off, allowing people to continue using communication services and stay connected. Furthermore, war rooms have been established to closely monitor the flood situation and provide immediate reinforcement support as needed.

Innovation Management

The Company integrates communication technology to innovate products and services, aiming to meet and exceed the expectations of customers and consumers. Additionally, the Company endeavors to contribute to the development of the economy, society, and environment through research and development projects and innovation. This commitment is driven by the goal to create customer satisfaction and deliver sustainable benefits to the people in society.

The Company engages in research and innovation with an open innovation approach, involving employees within the Company, business partners, and educational institutions. This is done by addressing consumer needs, improving and modifying based on their requirements, and developing innovations to deliver products and services aimed at creating customer satisfaction.

In 2023, the most outstanding innovation addressed operational challenges in delivering services to customers, providing solutions that meet the needs of both customers and other stakeholders. The three innovations are as follows:

- **Mari Super Chatbot:** An advanced AI (ChatGPT) designed to interact with customers using more natural language, creating an experience akin to chatting with a human being.
- **Agent Guide:** A Robotic Process Automation (RPA) system designed to assist Call Center agents in analyzing customer problems. It retrieves the most suitable solutions from various corporate applications, resulting in shorter processing and waiting times for customers.
- **Automated Data Audit for Network:** This technology detects errors and analyzes their causes for technicians. The results are presented in a simplified Dashboard, aiding technicians in identifying the root cause efficiently.

Additionally, there is True Incube, a Corporate Venture Capital (CVC) unit responsible for investing in startups and various business units, including those exploring New S-curves within the business group. For example, MorDee, a part of the True Group, provides an End-to-End digital health solution, covering services from doctor appointments and online consultations to delivering medication to patients' homes. In 2023, True Incube actively participated in Proof of Concept (PoC) projects involving both invested startups (Portfolio) and new startups (Non-Portfolio), aiming to promote Thai startups to a global level. A total of 11 projects were involved.

The Company supports innovation at every level of the organization by encouraging and fostering creative initiatives from its employees. In 2023, employees created 570 innovations, generating revenue of 1,284 million Baht and cost savings of 1,942 million Baht. Additionally, True has trained new 851 internal innovators.

▪ **Business Partners and Suppliers**

Selection of New Business Partners and Suppliers

The Company incorporates Environmental, Social, and Governance (ESG) considerations into its procurement decisions. Additionally, prospective partners are assessed for country-specific risks, industry-related risks, and product quality risks through an Online Self-Assessment system, achieving a 100 percent completion rate. Moreover, signing the Business Partner Code of Conduct is mandatory with a 100 percent compliance rate.

Identification of Main Business Partner Groups and Risky Partners

All partners who pass the initial screening criteria will proceed to the process of identifying Significant Tier 1 Suppliers by setting selection criteria based on 4 criteria: 1) Delivering high-value goods and services through 'Spending Analysis' model, 2) Providing core goods

and services to the Company, 3) Delivering goods and services with few competitors to the Company, and 4) Having environmental, social, and governance (ESG) and human rights concerns in the supply chain.

Significant Tier 1 Suppliers will be assessed for risk to identify Significant Tier 1 High Risk Suppliers. The responsible unit will conduct regular workshops to assess all partners for risk according to ESG guidelines.

Onsite Audit Assessment of Partners

The Company mandates a 100 percent onsite assessment for both Significant Tier 1 Suppliers and Significant Tier 1 High Risk Suppliers to ensure compliance with established standards. In case of significant economic, social, or environmental risks, further investigations and corrective actions are taken. In 2023, the Company successfully completed a 100 percent onsite assessment of its main partners.

Development of Partner Capabilities

The Company organizes annual activities to support business partners in participating in responsible supply chain management. In 2023, there was a major annual seminar called "True Suppliers Day 2023: Business Partner Audit Programs" to inform partners about the Company's sustainability goals and operations, such as energy conservation targets, greenhouse gas reduction goals, and plans to promote occupational health and safety at work. It also promoted continuous business operations aligned with sustainability principles.

▪ **Community And Society**

Digital Inclusion and Education

- **The CONNEXT ED Project** – True is one of the co-founders of the Sustainable Education Development Project, now renamed as the "Education Futures Weave CONNEXT ED." The project aims to enhance the country's education system and cultivate new leaders through a strategy that provides a model for the public sector to expand to 30,000 schools nationwide. It is guided by five main strategies: information disclosure to the public, creating market mechanisms and a culture of participation, developing school administrators and teachers, promoting child-centered curriculum, and accessing the digital infrastructure of schools. In 2023, True could reach out to about 1.06 million students.
- **True Plookpanya Project** – Creating a learning community and promoting educational development by establishing the "True Plookpanya" platform, which is accessible and free to

use. This initiative aims to provide increased opportunities for children, youth, and the general public to access knowledge conveniently. It especially seeks to enhance access to educational resources for schools in remote areas, ensuring equality with those in urban areas. In 2023, the platform reached 32.2 million monthly active users.

- **Safe Internet Project** - The Company is dedicated to being a part of creating a safe and creative internet environment for children and youth. Therefore, it has implemented the Safe Internet project with the ultimate goal of equipping children and youth with the skills and protection to navigate the online world safely, appropriately, and creatively through various activities. In 2023, True was able to reach 475,698 children, youth, and internet users.
- **True Digital Academy** - This institution enhances digital skills for today's workforce, focusing on important concepts and knowledge such as basic data principles, basic product management principles, and basic digital marketing. In 2023, there were 11,378 participants enrolled in various courses.

Social Development and Economic Contribution

- **The Net for Living Project** – The Company is committed to leveraging expertise, knowledge, and various resources to build professional skills for the public, aiming to generate income and improve quality of life. The Net For Living project focuses on training and enhancing knowledge and skills in using the internet and various digital tools, with a particular emphasis on vulnerable groups such as the elderly, individuals with a history of incarceration, low-income individuals, ethnic minorities, and people with disabilities. In 2023, training was provided to 5,837 individuals in these vulnerable groups.
- **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 2023, the program reached and elevated the vocational skills of 3,142 individuals with autism and their families.
- **The Sarus Crane Conservation Project** - True 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 2023, more than 16 Thai Sarus cranes were released into the wild, and 10,108 individuals benefited from knowledge training.

- **The Smart Farmer Project** - Leveraging the True 5G smart network and integrating various digital technologies such as IoT, AI, and Analytics, True has propelled Smart Farming in Thailand. The Company delivered the 'True Farm' solution, a comprehensive smart agriculture technology, under the concept of 'Precision Farming.' This approach involves collecting data and conducting in-depth analyses, allowing pinpoint problem-solving and proactive agricultural planning. For instance, it enables accurate calculations of fertilizer, water, and suitable pesticides tailored to the crop's needs, aiding in cost control and reducing labor usage. Additionally, True supports non-profit organizations, collaborating to promote the Love Your Hometown initiative. The goal is to create exemplary farmers who integrate advanced technology into agricultural business management. In 2023, True promoted Smart Agripreneurs among farmers, reaching and providing knowledge and concepts of Smart Farming to 605 individuals.
- **True Lab Project** – The Company promotes collaboration with leading universities for research and innovation development. It focuses on enhancing the potential of students through mechanisms that support research funding and knowledge transfer to strengthen the skills of future innovators and entrepreneurs through the Youth Startup Project. In 2023, the project could reach out to about 34,000 students.
- **Youth Empowerment and Social Development Projects** – Focus on instilling awareness and values of environmental conservation in children and youth through various projects, including:
 - **Empowerment for Youth in Detention Project** – The project to develop the potential of children and youth in correctional facilities. It aims at developing vocational skills and broadening their learning horizons, such as online literacy and the development of e-learning curriculum distributed to the youth. In 2023, 1,867 youth were reached.
 - **Youth Protecting the Wilderness, Celebrating the 60th Anniversary of HM King Bhumibol Adulyadej's Accession to the Throne** - Aims to educate youth, with over 5,757 participants, fostering an understanding and skills for conserving natural resources and the environment.

- **Youth Creating a Livable Hill: Partnerships with Forest Watersheds** - Implemented under the Omgoy Model project of the CP Foundation, it seeks to cultivate awareness in youth about the importance of forests, wildlife, and the environmental connections in the Omgoy area. In 2023, the project could reach 315 youth.

Community Engagement

The Company has a process to identify communities at risk in terms of accessing and benefiting from the telecommunication network, often due to insufficient capabilities or a lack of understanding of the technology's benefits. Various activities are organized to meet the specific needs of these communities, aiming to enhance their understanding of the technology's benefits and empower community members to fully utilize them. For example, initiatives include the development of educational resources for students through applications and websites like True Plookpanya Multimedia and True VROOM, promoting academic skills and open learning. The True VROOM platform supports online learning anytime, anywhere. Additionally, the Company has introduced the MorDee by True Health application to facilitate convenient access to health services, allowing parents and community members to consult with doctors online without the need for travel. The Company also provides information and understanding about electromagnetic fields from signal towers. In 2023, the Company conducted community-responsive activities in 10 targeted areas, reaching 3,714 community members.

The social dimension performance will be disclosed in the Sustainability Report 2023 on the corporate website.

True's sustainability management is based on the True Sustainability Framework and Goals 2030, which is under an oversight of the Board of Directors. The Company publishes sustainability work performance on an annual basis in separation of the 56-1 One Report. True discloses the sustainability management performance in accordance with the Global Reporting Initiative (GRI) Standards (Core Option), and aligns with the UN Sustainable Development Goals (SDGs). The 2023 sustainability report is available at the corporate website: www.true.th/sustainability.