

The True logo, consisting of the word "true" in a white, lowercase, sans-serif font, is positioned in the top right corner of the image.

true



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SUSTAINABILITY REPORT 2023

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BETTER
TOGETHER

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Message from Chairman of the Board of Directors



This has been a pivotal year for Thailand's telecommunications industry, as True Corporation Public Company Limited and Total Access Communication Public Company Limited (dtac) were amalgamated in March 2023. Our 2023 Sustainability Report therefore represents our first showcase of the new company's vision for responsible business to support economic, social, and environmental development through digital technology.

Amidst these transformations, we remain steadfast in upholding the highest standards of responsible business conduct, elevating our internal work culture, and collaborating continuously with our stakeholders. We operate in alignment with the Sustainable Development Goals (UN SDGs), encompassing all 17 goals; and we adhere to the United Nations Global Compact's 10 principles, driving business growth hand in hand with sustainability, covering human rights, labor standards, environment, and anti-corruption. As one of the founding members of the Global Compact Network Thailand (GCNT), we engage with fellow members to collectively advocate for responsible and sustainable business practices annually. In 2023, we harnessed the potential of our nationwide network and digital technology to support human development towards Industry 5.0, promoting sustainable societies and advancing human rights for all.

Furthermore, our involvement in global networks and sustainable development exchanges has exposed us to the challenges and opportunities unfolding worldwide. From leveraging technology for access to knowledge and financial services to tackling climate change crises and navigating the ever-evolving telecommunications landscape, we recognize the pivotal role of AI in this era of Industry 5.0. While AI drives economic, social, and environmental progress, it also presents significant risks, such as cybercrimes and ethical dilemmas, highlighting the importance of ethical AI governance. Thus, a strong moral compass, clear ethics, and robust governance are imperative for harnessing the full potential of this technology, particularly in reducing inequalities, promoting equity, and upholding human rights.

Additionally, the pressing challenge of climate change remains paramount. True has set the ambitious goal of becoming a carbon neutral organization by 2030, focusing on scope-1 and -2 emissions. As we prepare to manage scope 3 emissions, our commitment to achieving net zero by 2050 underscores the critical need for collaboration with our business partners throughout our value chain. We are poised to support and assist them by raising awareness, sharing knowledge, and driving innovation.

In this regard, I extend my gratitude to all employees and stakeholders who have continuously contributed to driving True's sustainability efforts forward. We have maintained world-class sustainability standards, as recognized by our top score in the Dow Jones Sustainability Indices (DJSI) and various awards, including HR Asia's Best Companies to Work for in Asia 2023 for the third consecutive year. These achievements underscore our commitment to creating sustainable value for industries, societies, and stakeholders alike.

This year has confirmed that True remains committed to conducting business with integrity underpinned by ethical principles. And we will continue to create value for all stakeholders through technology and innovation, catalyzing economic, social, and environmental transformation for a sustainable future.

A handwritten signature in black ink, appearing to read 'S. Chearavanont', written in a cursive style.

Suphachai Chearavanont
Chairman of the Board

Message from CEO and DCEO



Manat Manavutiveth
Chief Executive Officer

Sharad Mehrotra
Deputy Chief Executive Officer

The amalgamation of True Corporation PLC. and Total Access Communication PLC., or dtac, was the largest telecommunications merger in Southeast by combined enterprise value (THB 294 billion). It generated high expectations from all our stakeholders from consumers to shareholders. We wasted no time in laying the groundwork for business operations under a new vision and mission, aiming to become a telecommunications-technology leader.

True’s first area of focus to benefit our customers was to deliver a modernized network combining the best of both companies. We improved thousands of network sites and broadened the 5G experience nationwide, achieving 99% coverage on 4G and 90% on 5G. This cemented our position as the number one network in Thailand with the largest subscriber base.

In 2023, True Corporation also continued to elevate the customer experience with a diverse range of digital products and services. Our TrueID and TrueX platforms make digital living accessible and safe for all consumers, while our business solutions accelerate Industry 5.0 with IoT, 5G and AI. True also established an “AI Ethical Charter” to ensure ethical AI use, emphasizing principles of integrity, fairness, data protection, and transparency.

Furthermore, True continued its long-term development efforts through the True Sustainability Framework and Goals 2030, which covers environmental, social, governance and economic dimensions. We have structured our initiatives into three pillars: Living Right, Living Well and Living Together.

Living Right refers to conducting business with integrity and sustainability principles. In 2023, the company achieved a 5-star rating for good corporate governance by the Thai Institute of Directors (IOD). Human rights due diligence was conducted in our own operations and throughout the value chain, and measures to prevent human rights violations were implemented. Additionally, efforts were made to develop all employees into tech talents through the ‘Future Ready True, Future Ready You’ program. Moreover, digital technology was used to provide education and knowledge access to 34 million users across Thailand.

Living Well entails a commitment to creating a sustainable society through technology and innovation. This starts with reliable connectivity, such as our reduction of the network downtime index to 0.035 hour/person/year. Furthermore, the Company trained over 5,400 innovators and now holds 106 registered and pending patents. Through training, True improved the quality of life and income for about 356,000 vulnerable individuals. Activities were also organized to promote community engagement, involving more than 3,700 people nationwide.

Living Together focuses on sustainable environmental practices. True installed solar cells to generate electricity at base stations and villages, totaling 7,591 installations. Along with many other energy efficiency initiatives, we achieved a 12.7% reduction in greenhouse gas emissions in our operations (scope 1 and scope 2), compared to the 2020 baseline. Additionally, efforts were made to reduce water consumption per revenue by 39%, compared to the 2020 baseline. Zero-landfill in e-waste was achieved through improving the e-waste management processes and by implementing a responsible disposal campaign, ‘Think Took Tee Dee Tor Jai’. Responsible supply chain management was ensured by having all suppliers sign and adhere to the Business Partner Code of Conduct, and 100% of significant tier-1 suppliers were audited on-site, aligning with True’s sustainable development approach.

On behalf of True, we assure stakeholders of our commitment to sustainable development, transparency, environmental responsibility, and technological innovation to deliver value to society. We encourage feedback and suggestions to further enhance business practices for the benefit of stakeholders and the sustainable growth of both the organization and Thailand’s economy.

2023 Performance Highlights

ECONOMIC	
Service revenue excl. interconnection (IC)	158,609* Million Baht
Total revenues	202,856* Million Baht
EBITDA	85,735* Million Baht

Funding for activities benefiting society	71.51 Million Baht
Salary, wages, and employees' benefits	14,771 Million Baht

Customer base (million)



Remarks*: refer to the normalized & consolidated statement of income (loss) on pro forma basis (reclassified)



LIVING RIGHT

- Excellent Corporate Governance Score**
Assessed by the Thai Institution of Directors
- 56.8%**
Employees have received training in intermediate and advanced digital skills
- 100%**
of Business periodically conduct Human Rights Due Diligence
- 0 person**
No work-related fatalities and major work-related injuries in employees
- 100%**
Data leak protection
- 32 million active users**
Thai people nationwide were supported for education and digital access.



LIVING WELL

- 350,000 persons**
Received skills training for income generation opportunities
- 90%**
5G network for population coverage
- 570 innovations**
Generated into new products & services
- 854 persons**
Number of True innovators
- 95%**
Excellent iCSAT customer services satisfaction score



LIVING TOGETHER

- 12.7%**
reduction of Greenhouse gas emissions compared to base year 2020
- 7,591 sites**
No. of accumulated base stations and Mobile Switching Center (MSC) with solar cell installations
- 39%**
Water withdrawal intensity was reduced (compared to base year 2020)
- 1.99 million pieces**
of e-waste received from customers who participated in the campaign were properly recycled according to standards
- 33%**
Significant suppliers conducted human rights due diligence
- 100%**
Suppliers acknowledged and agreed to comply with Business Partner Code of Conduct of True
- 100%**
Significant suppliers received and passed an audit arranged by True

2023 Awards and Recognitions



About True

True Corporation Public Company Limited (TRUE) is Thailand's digital technology leader. True aims at developing various services connecting consumers and businesses to drive Thailand's digital economy, which allow consumers to benefit from the Company's potential. This also helps attract world-class talented people including investing in infrastructure and startups.

The Company was established on November 13, 1990 under the name Telecom Asia Corporation Company Limited with the headquarters in Bangkok. The Company changed status to a public company, and has been listed on the Stock Exchange of Thailand (SET) in December 1993, under the name of Telecom Asia Corporation Public Company Limited or "TA".

In April 2004, there was a major change as the Company rebranded itself to "True" as in True Corporation Public Company Limited, having been in business for more than 33 years.

In March 2023, there was a merger of True and Total Access Communication Public Company Limited, or dtac, under a new company, True Corporation Public Company Limited. This marks as a transformation from a telecommunications business to a telecom technology company, supporting Thailand's digital technology transformation, in line with the Thailand 4.0 strategy. In addition, the merger of both companies aims to bring about advancement of digital technologies such as artificial intelligence, cloud technology, smart devices, smart city solutions and promoting startup businesses in Thailand.

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

-  **TrueMove H:** the second-largest mobile service provider in Thailand with nationwide network coverage.
-  **TrueOnline:** the leader of internet broadband and WiFi with high quality fiber network.
-  **TrueVisions:** the leader of subscription television with nationwide high definition service.
-  **True Digital Group:** the leader of digital platform that focuses on developing innovative, cutting-edge solutions for consumers.

OUR VISION

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

OUR MISSION

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

True Value

Corporate Culture with 4 True Values

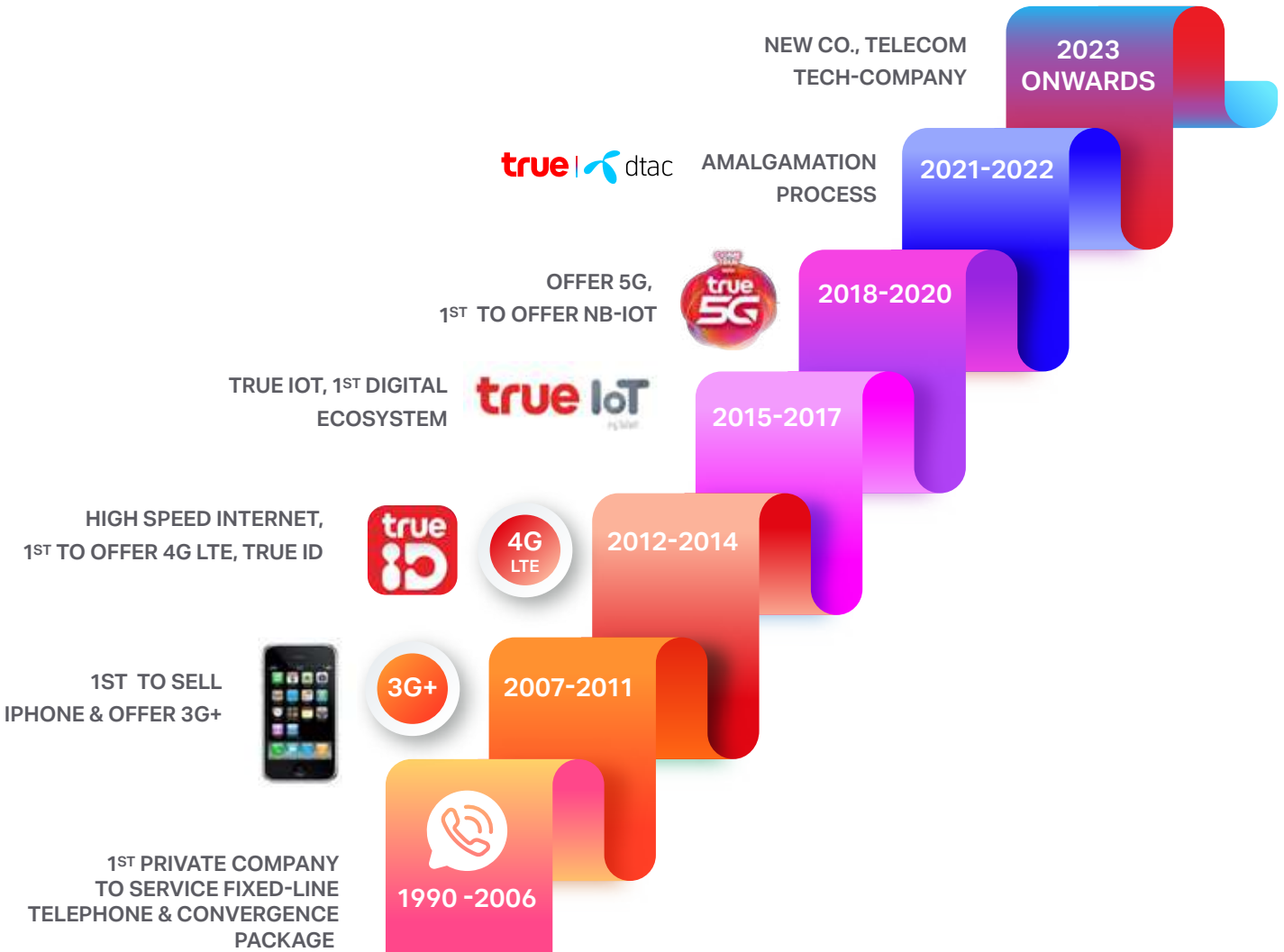
Compassion

Credibility

Co-creation

Courage

Key Milestones



True Group's Value Chain



Sustainability at True

As a leader in the telecommunications industry, True is involved in the transition to the digital era through digital infrastructure and a variety of services. True is committed to creating value and delivering maximum benefits to consumers and society through innovative products and services. Moreover, True aims to enhance growth capabilities by utilizing cutting-edge global technologies to improve network quality and innovate various digital services, thereby strengthening the country. The company remains aware of and emphasizes its role in creating sustainable value for coexistence in society, considering the impact on society and the environment by conducting business responsibly throughout the value chain.

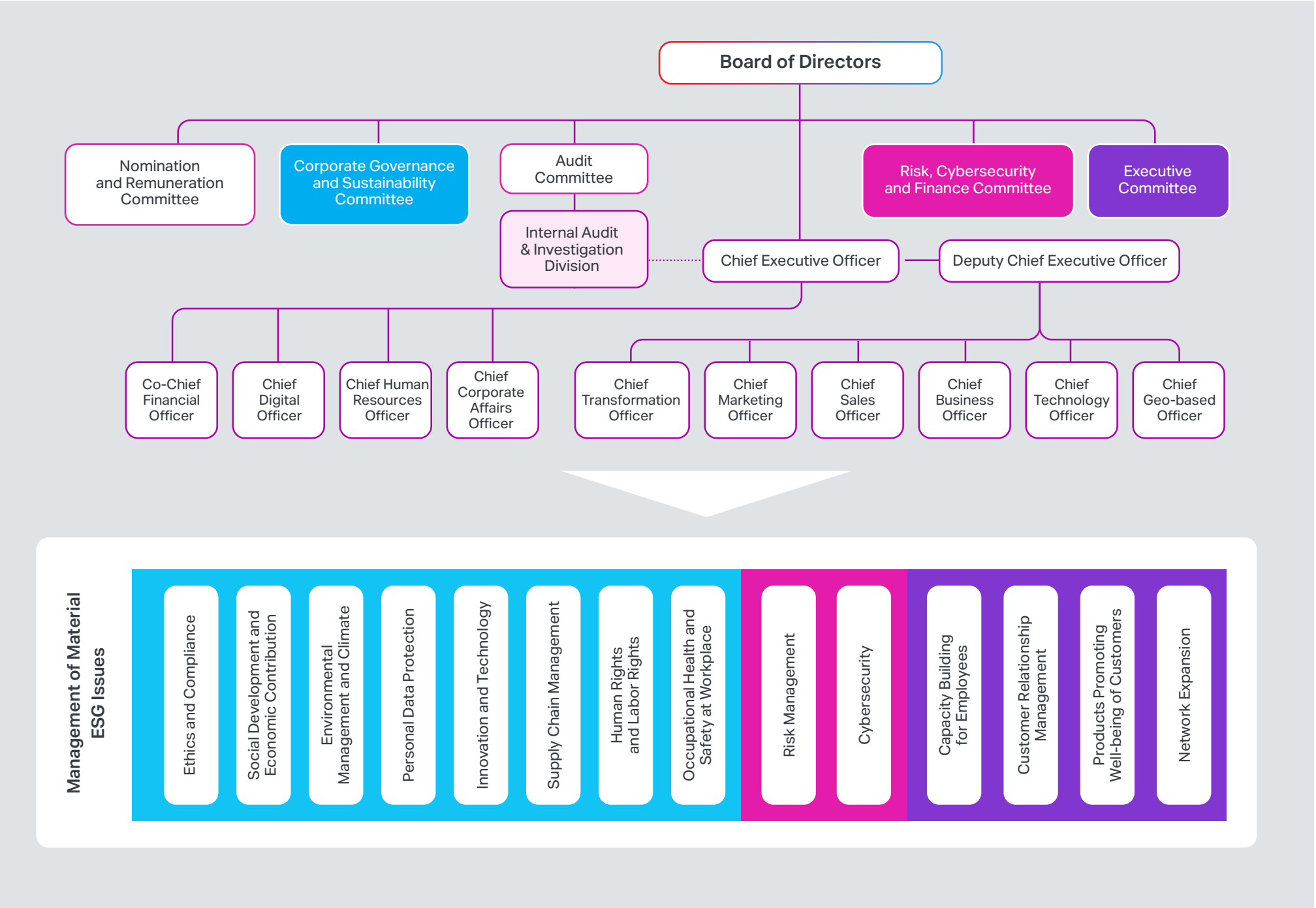
Sustainability Policy

The company has developed a Sustainability Policy to ensure that its business operations have a positive impact on the economy, society, and the environment, and to achieve the company’s vision and mission. The key points of the policy are as follows:

- The company implements sustainable practices throughout its business operations, as well as with its partners, business associates, and trading partners, to promote development throughout the value chain.
- The company identifies key stakeholders related to its operations, and has processes in place to engage with stakeholders in accordance with international standards such as AA1000SES and ISO 26000. This includes establishing guidelines and communication channels to listen to feedback, concerns, and expectations, as well as using the gathered information to develop and improve various company processes.
- The company conducts regular Sustainability Materiality Assessments to identify and prioritize key issues relevant to stakeholders both within and outside the organization, focusing on aspects that impact sustainability.

Sustainability Management Structure

The Company has established the Sustainability Division to drive sustainability efforts, with the Board of Directors as the highest-level management unit overseeing operations in accordance with sustainability policies.



True Sustainability Goals 2030

Sustainability Strategy

The Company has developed a True Sustainability Framework covering the Economic and Governance Dimension, Social Dimension, and Environmental Dimension, reflecting the principles of responsible business conduct. This framework is one of the strategies to achieve the Company's vision and mission of being a leader in digital infrastructure and technology systems, enabling people to maximize the benefits of communication technology for economic and social development.

The True Sustainability Framework comprises key issues for the company's sustainability, derived from the Sustainability Materiality Assessment process. The company has set long-term targets for the year 2573, or True Sustainability Goals 2030, for each of these issues.



Committed to becoming a global leader in sustainable telecommunications industry, in alignment with the UN SDGs framework, operating with responsibility according to UN Global Compact principles, international standards, and regulatory frameworks

LIVING RIGHT

1. CORPORATE GOVERNANCE

5 ★★★★★

rating received from the CGR assessment by the IOD

2. HUMAN RIGHTS

100%

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

3. EDUCATION & INEQUALITY REDUCTION

36 million

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

4. LEADERSHIP & HUMAN CAPITAL DEVELOPMENT

100%

employees participating in digital reskilling and upskilling

5. CYBERSECURITY & DATA PRIVACY

100%

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

LIVING WELL

6. HEALTH & WELL-BEING

25%

of revenue from new product and service empowering health, well-being, and digital society

7. SOCIAL IMPACT & ECON. CONTRIBUTION

0.5 million

individuals of vulnerable groups receiving digital upskilling for jobs and income opps.

8. INNOVATION & TECHNOLOGY

200 patents

of innovations or interventions granted and filed

9. STAKEHOLDER ENGAGEMENT

85%

engagement score of multi-stakeholder perception survey

10. NETWORK AVAILABILITY

95%

5G network coverage of population throughout the nation

LIVING TOGETHER

11. CLIMATE RESILIENCE

Carbon Neutral in 2030
Net Zero in 2050

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

12. CIRCULAR ECONOMY

ZERO E-WASTE TO LANDFILL

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

13. WATER STEWARDSHIP

35%

reduction in water withdrawals per unit revenue compared to baseline year 2020

14. RESPONSIBLE SUPPLY CHAIN MANAGEMENT

100%

of significant tier-1 suppliers is audited on-site.

Risk & Crisis Management

Labor Practice (HSS and Wellbeing)

Business Ethics

Biodiversity

Towards UN Sustainable Development Goals (SDGs)

The Company is dedicated to working towards the UN Sustainable Development Goals (SDGs) in all 17 areas continuously. It focuses on the 9 main goals directly related to business operations and those relevant to the key issues and sustainability goals of True Corporation.



SDG Goals	True Group's Material Aspects	True Sustainability Goals 2030
3 BETTER HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages Use technologies and innovations such as True 5G to support medical care and public well-being as well as digital society	Achieve 25% of total sales from products and services that promote healthy lives and well-being
4 QUALITY EDUCATION	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all - Create an equitable society and access to digital technology for the disadvantaged - Create good citizens and make positive impacts on society	36 millions of people in Thailand have equal and inclusive access to information and knowledge.
8 DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all Use organization's technologies to support job creation and growing small enterprises	Promote work and boost income for total 500,000 persons of farmers, small entrepreneurs, and vulnerable people throughout the supply chain
9 INDUSTRIAL INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation Promote digital-driven economic development	Increase the number of innovation patents to reach 200 patents
10 REDUCED INEQUALITIES	Reduce income inequality within and among countries - Create equal opportunities and reduce inequality - Implement inclusion and equity policy	Conduct a human rights due diligence covering 100% of own operations and in significant tier-1 suppliers with high risk.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns - Reduce resource consumption through reuse and recycling. - Implement environmentally sound management of all types of waste - Water management	- Use 100% recyclable or biodegradable packaging - Achieve zero landfill e-waste - Reduce water consumption per revenue by 35%.
13 CLIMATE ACTION	Take urgent action to combat climate change and its impacts - Address climate change issues - Carry out environmental activities	Achieve Carbon Neutrality in Scope 1 and 2
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote a peaceful and inclusive society for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels. - Reduce corruption and bribery in all their forms - Develop effective, accountable, and transparent institutions at all levels - Promote and enforce non-discriminatory laws and policies	- Good corporate governance compliance - Receive highest rating of the corporate governance assessment by IOD
17 PARTNERSHIPS FOR THE GOALS	Strengthen national and global partnership for sustainable development True Group has cooperated with other organizations at the national and global levels to support sustainable development plans that are beneficial to the public.	

Sustainability Materiality

Business operations must be linked to stakeholders throughout the value chain. If the business operations create impacts on society, the environment, or human rights, it will affect reputation, business performance, customer base, or even the sustainability of the business. Therefore, evaluating and analyzing key issues from the perspective of stakeholders is essential for organizations to consider planning and adjusting strategies systematically, including the disclosure of operational results to the public.

Management Approach

The Company conducts an analysis of material issues to adjust strategies and suitable management approaches within the organization, responding to the needs of stakeholders.

Management Structure

The Corporate Governance and Sustainability Committee (board level), along with the Executive Committee, reviews and signs off sustainability material issues regularly each year.

Materiality Analysis

The Company considers four main components in assessing material issues: impact, materiality, due diligence, and stakeholders. This aligns with the GRI Standard 2021, supplemented by Stakeholder Engagement Standards: AA1000.

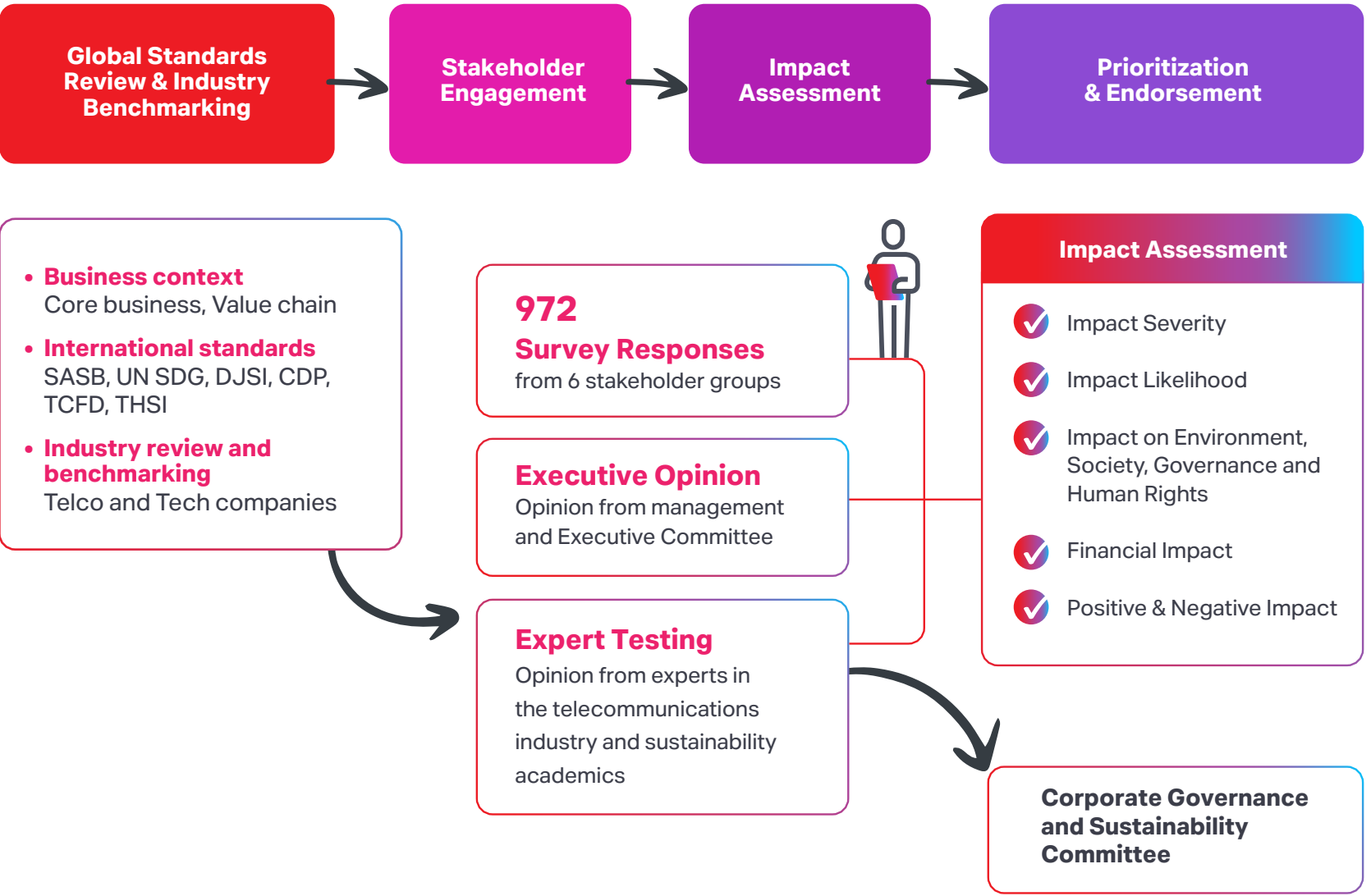
The principle of Double Materiality or assessing the external impact on society or the environment, and the internal impact on the overall value of the organization, is another approach that we adhere to.

True analyzes and assesses material issues annually, filtering out important issues from organizational context studies and global sustainability standards such as SASB, UN Sustainability Goals, CDP, TCFD, and THIS. This comparative study includes the technology and telecommunications industry perspective, academic viewpoints, and sustainability experts.

The Company is open to listening and exchanging opinions and perspectives from both internal stakeholders, including management and employees, and external stakeholders, such as customers, partners, investors, government agencies, and community organizations. There is an independent audit of the standards for assessing key issues according to GRI.

Materiality Assessment and Prioritization Process

- The 4-step process, in accordance with the GRI standard, is as follows:
- 1. Identify the corporate context and business operations throughout the value chain.
 - 2. Identify material issues crucial to the economic, environmental, societal, and human rights aspects of the company's stakeholders.
 - 3. Assess potential impacts based on severity and likelihood and prepare mitigation measures.
 - 4. Prioritize material issues for reporting, based on the results of the impact assessment.



Expert Opinion

To obtain a comprehensive understanding, the Company has exchanged ideas with experts in the telecommunications industry and sustainability academics to address key sustainability issues, contributing to the analysis.

"In our pursuit to create a better future, we recognise that the mobile industry is not only about connecting everyone and everything. It's about creating sustainable solutions and outcomes for the planet and people. Our commitment to supporting operators to integrate sustainable practices into their core business is not just a moral imperative, but a deliberate growth strategy that considers our impact on all sectoral stakeholders and prioritises the most pressing sustainability issues."



Julian Gorman
Head of Asia Pacific
GSMA

"In the journey toward sustainability, partnerships are crucial across multiple stakeholders. Combining diverse perspectives and resources leads to innovative solutions that truly matter. It is essential to recognize that sustainability is not a task for one individual alone; rather, it demands the collective effort and commitment of every stakeholder involved, highlighting the interconnected relationships and shared responsibility in building a more sustainable future."



Morakot Pornpibul
Deputy Director
Sustainability Business
Development Institute (SBDI)

2023 Performance

Sustainability Material Issues 2022/2023

For issues deemed of utmost importance, the Company has a management approach that sets short, medium, and long-term goals. This includes reporting on operational results and implementing rigorous impact reduction measures. Regarding issues ranked slightly lower in criticality, we manage the performance outcomes and report within the boundaries and interests of stakeholders.

	Material Issue	Reporting Chapter
Very-high priority	Cybersecurity	Cybersecurity and Data Privacy
	Labor practice, Health & Safety	Human Capital Development
	Data Privacy	Cybersecurity and Data Privacy
	Digital Inclusion /Education	Digital Inclusion and Education
	Climate Change & Environment Management	Environmental, Climate Change and Biodiversity Management
	Human Rights Management	Human Rights Management
	Supply Chain Management	Responsible Supply Chain Management
	Network Quality	Network Availability & Reliability
	Innovation Management	Innovation Management
High priority	Risk & Crisis Management	Risk, Business Continuity, and Crisis Management
	Corporate Governance	Corporate Governance
	Human Capital Development	Human Capital Development
	Corporate Citizenship	Social Impact Management
	Customer Relationship Management	Customer Relationship Management
	Environmental System Management: Energy, waste, water resources, and biodiversity	Environmental, Climate Change and Biodiversity Management

Stakeholder Engagement

The Company implements a process to collect and respond to concerns and expectations from all stakeholder groups through various channels. The concerns and expectations shall be taken into considerations and translated into directions to improve business operations to ensure a comprehensive stakeholder engagements and risk mitigations.

Management Approach

True has a Corporate Governance and Sustainability Committee to oversee business operations to meet the expectations of six groups of stakeholders: customers, employees, business partners and suppliers, shareholders, government agencies, and government agencies. The purpose of this process, as guided by the Sustainability Policy, is to demonstrate respect for stakeholders' rights, fair treatments to all stakeholders, and maintaining mutual dialogues with them to ensure sustainable business operations and good relationships.

1. To provide guidelines and channels for communication with stakeholders, including the effective exchange of information.
2. To collect opinions, concerns and perceptions of stakeholders appropriately and inclusively.
3. To use the information obtained to develop or improve the Company's work processes.

True establishes guidelines for stakeholder engagement in accordance with the AA1000 Stakeholder Engagement Standard (AA1000SES) and ISO 26000: 2010 Social Responsibility Standard.

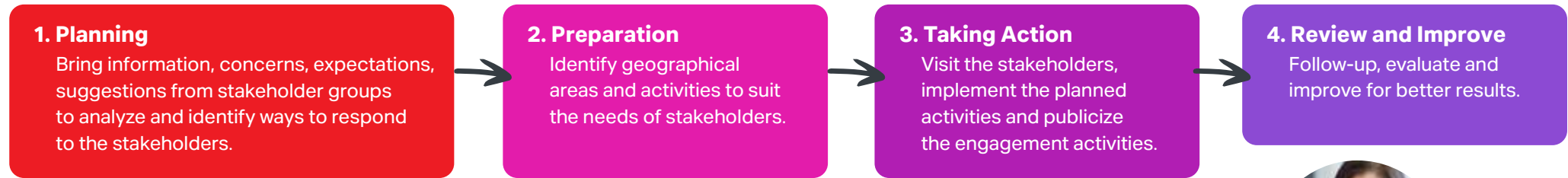
The stakeholder engagement guidelines are based on the AA1000 Stakeholder Engagement Standard (AA1000SES) with 3 major areas:

- **1. Materiality**
- **2. Inclusivity**
- **3. Responsiveness**

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

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

Stakeholder Engagement Process at True:



2023 Performance

Stakeholder Group Expectations

CUSTOMER

"The signal quality is maintained to cover all areas. Modern communication doesn't just reduce inequality, it also creates opportunities. Bring equality to people in remote areas. Continuously improve product quality to be up-to-date and prompt after-sales service."



Ms. Thongsuk Buarapan
Ban Huai Makliang Community
Pa Ngiu Wiang Pa Pao
Chiang Rai Province



Ms. Kanokporn Chaicharoenkul
Head of Regulatory Strategy Team
Governance True Company
Corporation Public Company Limited

EMPLOYEE

"There is development to enhance employees' capability in technology to leverage their skills in improving products and services, making them more diverse and better. The infrastructure and communication services are being developed to cover all areas nationwide, ensuring a high quality of life and contributing to the country's socio-economic development in a meaningful way."

GOVERNMENT AGENCIES

"It is gratifying that True is an organization that has demonstrated its commitment to conducting business while considering the environment, society, and good governance as driving force toward long-term sustainable development. This is to facilitate the transition to a digital world that is environmentally friendly. It is expected that innovation will be promoted, renewable energy sources and accessible, secure technology will be adopted, which will help address Thailand's sustainability challenges."



Ms. Teetanan Rattanasanyanut
Director of the Office of Academic
Affairs and Manage
telecommunications resources
NBTC Office

BUSINESS PARTNER AND SUPPLIER

"With a strong commitment to ethical principles, we have confidence and trust in doing business together with True. We expect True to innovate and produce diverse products, goods, and services that cater to all genders, ages, and are suitable for customers in the area. Additionally, we anticipate collaborative activities with people in the community, such as using mobile vans to assist customers during the province's annual festivals, ensuring better signal quality, boosting sales, and fostering long-term customer relationships."



Ms. Puangkaew Lakorn
Management Executive
BTK Insall and Service
Limited Partnership



Mr. Tinkorn Saengmeekhun
Village Head,
Kut Kwang Subdistrict,
Khon Kaen Province

COMMUNITY & SOCIETY

"True organizes activities that are beneficial to the community. This demonstrates True's participation and support to help the society, especially in the crisis situations and security emergencies arising from the Company's operations, such as electromagnetic fields from cell towers and the construction of cell towers."

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

Stakeholder Groups	Stakeholder Expectations	The Company's Response	Communication and Engagement Channels
Customer 	• Good products and services, reasonable price • On-time delivery, quality after-sales service • Information security and personal data protection • Clear and accurate product description • Environmental friendly products • Network coverage in all areas	• Good and responsible service. • Convenient and punctual delivery with quality after-sales service. • Develop a system for storing and safeguarding customer data at international standards. • Provide equal and excellent service experiences. • Take responsibility for products and services, and using biodegradable materials. • Fast network expansion and ensure strong signal coverage in all areas.	• True Shops and dtac halls • Direct contact with customers • Social Media/Website/Email • Year-round customer satisfaction surveys • True Call Center 1242 that support 5 languages
Employee 	• Competitive compensation and benefits • Employment security and career advancement • Capacity building and skills training • Participation and open communication • Proper office equipment and technology that supports flexible work.	• Competitive compensations, decent welfare and equal opportunities for promotion and transfer • Fair and equitable performance evaluation • Provide on-demand and on-trend training programs • Collect feedback to make improvements • Provide laptops and accessories to support 'Work from Anywhere' practice.	• Annual Vision Townhall • True CONNECT platform / Website / e-mail • Annual Report / Sustainability Report (Website) • Employee satisfaction and engagement survey
Business Partners and Supplier 	• Fair treatment • Transparency • Mutual financial and business growth • Prompt payments as specified time and value • Participations and mutual communications • Cyber Security	• Fair and transparent competition • Fair contracts and transparent transactions • Build capacities and knowledge in sustainability practice • Make payments promptly according to the specified time and valueImplement channels and process to collect feedback and suggestions to make improvements • Protect suppliers' sensitive data	• Annual conference • Training, knowledge sharing and engagement activities to promote mutual relationships • Social Media / Email • Sustainability Report (Website) • Satisfaction surveys • Call Center for Business Partners
Stakeholder 	• Profitable and sustainable growth • Good Corporate Governance • Transparency • Well-round strategies and opportunities to grow • Risk Management • Accurate financial data • Transparent dividend payments	• Business ethics and transparency • Good Corporate Governance • Build trust and maximum returns, • Disclose information transparently and consistently • Comply with the terms of the contract under the rules and laws • Provide accurate and complete financial information • Pay debts on time and take care of the quality of collateral	• Quarterly conferences • Sustainability Report (Website) • Social Media/Website/Email
Government Agencies 	• Conduct business on the basis of fairness and integrity to customers, including operating under good governance • Fair and equal competition • Cooperate and support various activities • Effective complaint management	• Conduct business transparently, ethically, and in compliance with the law. • Disclose information transparently. • Govern and manage operations in accordance with the law. • Manage with quality to instill confidence. Collaborate in various activities	• Coordinate with the government • Social Media / Website / Email • Regulatory Division oversees complaints and establish accountability with government agencies.
Communities And Society 	• Collaborate with social welfare agencies both nationally and internationally on sustainable development issues, and work towards reducing inequality to address economic, social, and environmental challenges. • Participate in economic and social development by leveraging the company's expertise in digital technology, communication, and other resources to create benefits and value for the public, ensuring fair treatment of disadvantaged groups and addressing their grievances. • Promote community-oriented activities, engage in community participation, and provide support to aid society, particularly during crisis situations. • Ensure safety measures are implemented in organizational operations, such as electromagnetic field safety from signal poles construction. • Conduct business operations based on principles that respect human rights.	• Organize activities to promote the use of digital technology for education and learning, such as CONNEXT ED and True Plookpanya, VROOM and VLEARN online solutions, and MorDee app by True Health. • Organize activities to promote income generation opportunities for community members and those of vulnerable groups. For example, the Net for Living Project, the Autism Empowerment Project, Smart Farmer Project that promotes the use of technology to farmers. • Implement the project Safe Internet Project aiming to create a safe digital ecosystem for Thai children, youth, vulnerable and general internet users by providing digital resilience and skills. • Comply strictly with the Building Control Act B.E. 2522 and regulations set forth by governmental agencies at both national and local levels when constructing and expanding network infrastructure, ensuring accurate understanding and provision of information regarding electromagnetic fields, safety, and other related issues associated with erecting signal poles and network expansion. Assess the impact of business operations on the environment, society and human rights.	• Sustainability Report (Website) • Social Media/Website/E-mail • Community engagement activities • Call Center 1242



LIVING RIGHT

Operating Business
with a Sustainability
Oriented Mindset

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

Corporate Governance



2023 Target

100%

Employee understood and committed to Employee’s Code of Conduct.

100%

Suppliers and business partners acknowledged and committed to True’s Business Partner Code of Conduct.



2023 Performance

100%

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

100%

Business were communicated and agreed to comply with True’s Business Partner Code of Conduct.

In the present era, businesses face a growing demand from global sustainability advocates and financial institutions to function not solely for profit but also with a commitment to sustainability, encompassing environmental, social, and governance dimensions. Effective corporate governance serves as a crucial license to operate and a powerful tool for gaining trust from stakeholders. Ultimately, it can confer competitive advantages to the Company.

Management Approach

In the fast-paced business landscape, integrity acts as our north star, guiding us through the toughest decisions and ensuring that honesty and trust remain the foundation of our culture. True believes that the level of honesty and integrity within an organization is a clear indicator of sustainable growth.

Management Structure

The corporate governance is governed by two subcommittees: the Corporate Governance and Sustainability Committee, and the Audit Committee whereas the Board of Directors oversees the overall corporate compliance. Additionally, regular, and as-needed reports are submitted to relevant management committees regarding the status and progress in implementing significant policies, regulations, programs, and relevant cases.

Code of Conduct and Anti-Corruption Policy

True has the Code of Conduct in conducting business, guiding our employees to operate responsibly and in compliance with organizational goals, policies, and the requirements of laws, regulations, and standards, both nationally and internationally. True’s Code of Conduct encompasses resistance to bribery, adherence to business anti-discrimination practices, conflict of interest, management of business partnerships, and other critical areas. True also has in place an Anti-corruption Policy that requires employees to receive training annually as same as the Code of Conduct.

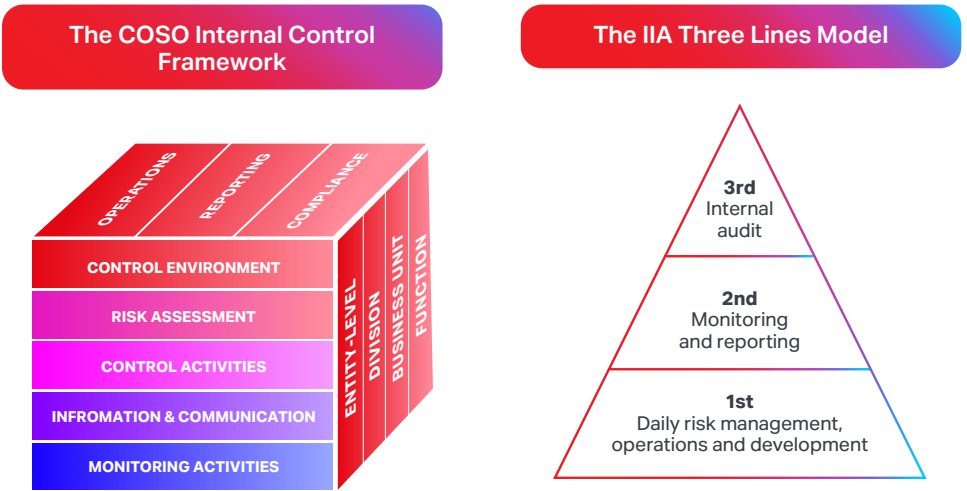
Together, True can uphold values and maintain the highest ethical standards, because True has zero tolerance for all forms of corruption. Therefore, the evaluation of work performance and employee compensation is tied to adherence to the organization’s code of conduct. The company has measures for appropriate penalties in cases where employees violate the code of ethics and measures to prevent corruption.

In the event of a breach of the Code of Conduct, the employee may face disciplinary action, and may not be eligible for an annual merit increase or performance pay.

Internal Audit Framework

The Company has elected to embrace the COSO 2013 Integrated Internal Control Framework to bolster the realization of the Company’s mission, strategies, and associated business objectives. The framework serves as a robust foundation, ensuring the effectiveness and efficiency of internal controls across the organization.

Furthermore, True aligns with the Institute of Internal Auditors (IIA) Three Lines Model, which comprising of 1) Management, responsible for day-to-day operations and risk management; 2) Risk Management and Compliance functions, overseeing the establishment and maintenance of risk management processes and regulatory compliance activities; and 3) Internal Audit, tasked with providing independent assurance and insight into the effectiveness of internal control and governance processes.



True’s internal audits follow an integrity risk-based approach, aligning with corporate strategies and operations while upholding independence and objectivity. True ensures regular communication of performance updates to the Audit Committee, enhancing transparency and accountability in the audit process.

External Assessment

To ensure that the corporate governance complies with international standards, the compliance management systems are thus regularly verified by external assessments.

Integrity Hotline



True believes that the level of integrity that an organization display is often a clear indicator of its success. The Integrity Hotline is a process that captures, investigates, tracks, and resolves non-compliance issues in a systematic and consistent manner. It is available 24 hours a day.

To protect whistleblowers and ensure that their identities remain confidential throughout the investigation process by using a trusted European third-party provider.

Employees and the external stakeholders may report to the Integrity Hotline once they are faced with actions that violate our Code of Conduct, which includes theft and embezzlement, fraud, conflicts of interest, document forgery, etc.



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



Each complaint submitted through the Integrity Hotline will be thoroughly managed, and appropriate action will be taken to address any substantiated concerns. Retaliation against whistleblowers is strictly prohibited and will not be tolerated under any circumstances.

2023 Performance

Employee Code of Conduct

A total of 100% of employees of the Company, subsidiaries and joint venture received communication and gave an agreement to commit to the Code of Conduct.

The Company conducts mandatory e-learning programs with tests on ethics and anti-corruption policies every year to enhance awareness and knowledge of employees within the Company, its affiliated businesses and joint ventures regarding True’s policies and regulations. In addition, True communicates on these issues with employees consistently.

No. of employee breaching CoC in 2023	Disciplinary Action			
	Verbal Warning	Written Warning	Suspension	Dismissal
1. Financial Integrity & Fraud	0	7	0	24
2. Safeguarding of our assets	0	0	0	9
3. Privacy	0	7	0	17
4. Conflict of Interest	0	3	0	1
5. Corruption or Bribery	0	0	0	0
5. Discrimination or Harassment	0	0	0	0
6. Money Laundering or Insider trading	0	0	0	0

For 2023, there were 35 cases (68 employees involved) and all were completed with the fact-finding processes and Disciplinary Action Committee (DAC) review. DAC provided disciplinary and corrective actions accordingly. Mitigation efforts taken by disciplinary action committee in response to these risks include reviewing the customer verification process and selling process. Respective line managers and relevant process and area owners have been instructed to closely monitor and control their processes and communicate the staff about the importance of privacy and confidentiality, compliance with approved sales and verification process and case sharing with their employees.

Business Partner Code of Conduct

In 2023, 100% business partners, including suppliers, business partners, contractors, and collaborators are expected to be communicated with and comply with the Company’s standards in conducting business responsibly as outlined in the Business Partner Code of Conduct.

Business Partner Standards

The Business Partner Code of Conduct covers the topics as follows:

1. Relationship with Applicable Laws: The Business Partner shall comply with the highest standard consistent with applicable laws.
2. Human Rights
3. Labor Rights and Working Conditions
4. Health and Safety
5. Environment
6. Conflict Minerals and Unsustainable Mines Minerals
7. Responsible Sourcing
8. Privacy, Freedom of Expression, Data Protection and intellectual property
9. Land Rights
10. Conflict of interest
11. Traceability
12. Prohibited Business Practices, and
13. Business Integrity

In 2023, the Company **did not face any cases** filed by government agencies related to corruption, corporate governance, securities offenses, trade barriers or violation of labor law were filed against the Company.

2023 Performance

Participation as a member in the Thai Private Sector Collective Action Against Corruption (CAC) Certification

True has a strict policy against corruption, certified by the Thai Private Sector Collective Action Against Corruption (CAC) since the year 2017. True adheres to rigorous practices to ensure that communication and relationships between the organization and the government are free from inappropriate influence. These rules are enforced through a stringent tracking and reporting system, independently verified by external parties.



December 2023: The company demonstrated its stance corruption on the International Anti-Corruption Day 2023

Collaboration with Partner Organizations

The Company collaborates with the government and civil society to promote and advocate for awareness of anti-corruption in society and among youth through conferences, seminars, joint activities, and by supporting various projects through competitions.

Chor-Sa-Ard Project Against Corruption Project 2023 Top of Form

True collaborates with the Ministry of Culture and the Anti-Corruption Foundation and partners to organize a stage play competition promoting anti-corruption values. The project disseminates public relations through various media channels within the True, such as True Visions, TNN16, True Plookpanya media, and online social media. The Company has continually supported the annual competition since 2017.



July 2023: The opening ceremony of the 'Anti-Corruption Song and Drama Competition 2566' project supported by the Company.

Way Forward



True is committed to conducting its business in a responsible, ethical, and lawful manner. True has zero tolerance for corruption and continues maintaining the highest possible ethical standards by raising employees and stakeholders' awareness, setting the Tone- from-the-Top and promoting Speak up Culture across the organization to be a trusted partner to customers, stakeholders, colleagues, business partners and to the communities in which the Company operates.

Highlight

True's AI Charter

AI usage is comprising of 3 aspects:

1. Setting ethical goals,
2. Ensuring all employees have technology knowledge for the transition to a Data-First and AI-First organization, and
3. Prioritizing ethical principles in AI usage.

True has already drawn up **"True's AI Charter"** to lay down AI governance guidelines for its internal use. This charter prescribes four following guidelines:

1. **Good Intent:** AI should only be used for the benefit of customers and not pose a threat to others.
2. **Fairness and Bias Mitigation:** AI must not lead to results that reflect discriminatory practices.
3. **Data Privacy and AI Functionality:** The outcomes of AI usage should adhere to privacy principles, respecting the level of access customers provide.
4. **Transparency:** Despite the complexity of AI operations, the results of AI processing must be explainable, considering "rights" where consumers are paramount.

Supporting Trade Associations and Organizations Influencing Social Standard in 2023

Name and Type of Organization		True's Position or Engagement	Amount (MB)
	1. The UN Global Compact Network Association of Thailand is a local network aimed at supporting the private sector in aligning its business practices with human rights principles and UN Sustainable Development Goals (SDGs).	As a founding member of the UN Global Compact Network Association of Thailand, True supports harnessing comprehensive technological capabilities to drive climate change initiatives, create opportunities, and develop people, aligning with the sustainable goals of the United Nations.	0.73
	2. The Digital Council of Thailand is an organization dedicated to collaborating with the private, government, and people sectors to elevate the digital industry in Thailand to international standards.	As a member of the Digital Economy and Society Association of Thailand, the Company supports the development of human resources, enabling everyone to upskill and reskill for a seamless transition into the digital era. True actively promotes employee training and participation in regular seminars.	0.28
	3. The Federation of Thai Industries is a non-profit organization that serves as a representative of the industry/private sector. It collaborates with the government to facilitate policy execution or amendments to laws and procedures, aiming at enhancing efficiency and promoting overall benefits for the industry and nationwide economic development.	As a member of the Thai Industrial Federation, True supports the advancement of industries in the country, promoting SMEs, trade cooperation, digital business, and climate action.	0.27

In addition, True also supports the **Thailand Carbon Neutral Network (TCNN)** by becoming a member since 2022 and plays a role in driving and supporting the organization's efforts to achieve Carbon Neutrality by 2030 and Net Zero by 2050 as well as supporting Thailand's policies and global community goals under the Paris Agreement.

On the international cooperation front, the Company participates in the **Carbon Disclosure Project (CDP)**, an independent organization that sets standards for carbon disclosure and climate change information critical to the world. True regularly responds to assessments every year since 2012.

Last 4-year Contribution	2020	2021	2022	2023*
1. Lobbying, interest representation or similar	0	0	0	0
2. Local, regional, or national political campaigns / organizations / candidates	0	0	0	0
3. Trade associations or tax-exempt groups (e.g. think tanks)	6.77	1.23	2.17	1.27
4. Others (e.g. spending related to ballot measures	0	0	0	0
Total contributions and other spending	6.77	1.23	2.17	1.27

Remarks: * Business amalgamation effective from 1st March 2023

In 2023, True **refrained from supporting any political activities or making contributions to individuals or organizations associated with politics**, which is in line with our Code of Conduct.

Risk, Business Continuity and Crisis Management



Key risks to the current business landscape, as reported by the World Economic Forum (WEF), include technological disruptions, economic and political situations, volatile climate conditions, as well as risks from cyber threats, resource competition, and other emerging threats. These risks could potentially impact business operations, leading to resource loss, disruptions, or unexpected obstacles. True actively manages risks efficiently, encompassing a culture, processes, and structures that aim for effective management of potential opportunities and impacts.

Management Approach

Management Structure

The Board of Directors and the Risk, Cybersecurity, and Finance Committee oversee risk and crisis management.

The Risk Management Committee is independent and responsible for overall management, monitoring, and reporting to both the Board and the Risk, Cybersecurity, and Finance Committee. Additionally, executives and all employees share responsibility for risk management.

Risk, Business Continuity, and Crisis Management Policies

- The Company has two major policies:
1. Risk Management Policy, and
 2. Business Continuity and Crisis Management Policy

Risk Management Framework

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



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

Risk Management Framework



Risk Management Process External Assessment

The company establishes risk assessment criteria by considering impacts and opportunities for occurrence, specifying severity and frequency levels in the Enterprise Risk Matrix table. This covers all types of risks, including operational, financial, technological, marketing, customer, supplier, business partner, regulatory, legal, personnel, and key sustainability issues related to the organization's social and environmental dimensions, particularly concerning climate change adaptation. In addition, the sustainability material issues are regularly embedded into the corporate enterprise risk assessment.

To enhance confidence and receive valuable recommendations for improving our operations, in 2023, True sought external third-party assurance for the risk management processes. The assessment certified compliance with ISO 31000:2018 and COSO-ERM 2017. Regular external assessments are scheduled.



2023 Performance

Conduct organizational-level risk assessments and report summary findings on organizational-level risks and risk management measures 4 times per year.



2023 Performance

Organizational-level risk assessments and summary reports on organizational-level risks and risk management measures are conducted 4 times.

2023 Performance

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

1. Example of Top Risks

1 Operational Risk of revenue erosion due to market, and socio - economic situation

Impact

Thailand's economic situation affected by global economic conditions. Since the COVID-19 crisis hit in 2019, the country's economy has been affected by several global crises, including aggressive market competition, inflation rate, decreasing number of tourists, and instability of supply chain. As a result, the Company must alter to maintain effective operations and provide essential telecommunication infrastructure and services as well as promoting the Company competitiveness at the national level. This may impact operational areas.

Mitigation Action

- True has never stopped looking for opportunities to elevate service efficiency. The merger between True and dtac provides a lot of beneficials, for instance managing costs, development of products and services, transforming into a telecom-tech company, emphasizing on value-added services, and
- Integrating AI technology in analyzing process, improving customer services to enhance customer satisfaction, creating ecosystem to enrich customers experience on the Company's products and services.

2 Risk of Data Privacy

True is subject to obligations under the PDPA Act 2019 with the full effectiveness on June 1, 2022, covering with over 51 million subscribers.

Impact

The risk regarding personal data of an enormous number of individuals that the company oversees involves ensuring that operations related to personal data comply accurately with the law and transparently instill confidence in the data owners (customers). Failure to do so could lead to reputational damage and legal liability. This may impact operational areas.

Mitigation Action

- Designate a Data Protection Officer (DPO) for every subsidiary and provide affiliates with guidelines to offer recommendations in accordance with relevant laws and regulations.
- Collaborate with all governance departments to collectively enforce privacy measures throughout the organization, encompassing data collection, utilization, and disclosure.
- Ensure compliance with third-party service providers and have all parties sign Data Processing Agreements.
- Maintain and nurture a data privacy culture by utilizing internal communication channels, online and on-site training in both intermediate and advanced projects for both staff and management

2. Emerging Risks

Emerging risk is the risk that has not yet occurred, but the organization assesses that there is a chance of it happening in the future and will have a significant impact on the business in the long term if there is no management and preparation to deal with it.

1 Risk of Cyber and other forms of security attacks

Risk Category : Technology

Risk Factor : Adverse tech advances, cybersecurity failure

Rapid technological advances, including AI and quantum technologies, an emerging norm of remote work and virtual spaces, increasing online transactions in forms of cryptocurrencies and NFTs, and interconnected devices/platforms will continually evolve in scale and nature globally, increasing the magnitude and complexity of cybersecurity threats.

The exponentially growing online population and services and interconnected IoT platforms appeal to attackers who can access multiple entry points to inflict system-wide failure, using technologies such as AI to power more aggressive malware or quantum computing to break data encryption.

Cybersecurity is critical to True Corporation as an integrated telecom company, with True Digital Group, covering more than 30 million active users/month, and continually extending digital services and platforms, including its Internet Data Centre which hosts data and online operations for large scale nationally and internationally significant businesses and organizations.

Potential Impact

Evolving cybersecurity threats from technological/digital developments with limited preparedness over the next 3-5 years would directly impact True's businesses, without adequate measures.

- As a gateway to a digital lifestyle for over 64 million users and data platform for 4 business groups: mobile, internet, pay tv, and digital media platform/solutions, True could face major damage from personal data leakage, intellectual property and customers intelligence compromise, data loss, malware, and other emerging cybercrimes.
- The risks include reputation, customers/stakeholders trust, and future business prospects.
- Financial losses relate to system maintenance, data recovery, incident investigation, crisis management, disrupted businesses on a large scale as a single-point attack could lead to system-wide disruption, legal fines due to violation of relevant laws, including Thailand's Personal Data Protection Act effective in June 2022, and compensation for customers' losses among others.

Mitigation Action

Governance:

- Appoint a Head of Security and team to detect cybersecurity risks and to ensure the operation of Information System Security, and
- Implement personal data protection system and procedure following NIST Cybersecurity Framework and other international standards like ISO/IEC 27000, and GSMA.

Infrastructure and technologies

- Continual improvement of network security, data security system, and digital infrastructure according to ISO and CIS standard,
- Set up and continually improve the Security Operation Center (SOC), and certified ISO/IEC 27001:2013,
- Implement Security Orchestration Automation Response and apply advanced Security Operation Center (SOC) threat modelling to improve identification of cybersecurity threats, prioritize, and perform risk mitigation as well as to develop Incident Response (IR) procedures for handling incident types
- Adhere to the "Privacy and Security by Design" strategy which respects privacy rights and protects customer data securely from the design phase as well as controls information security based on the international standard ISO 27001, emphasizing the use of technology to limit access to unnecessary personal data.

Capacity and culture:

- Cybersecurity architecture forum and Cybersecurity Ambassador were set up to make sure all employees adhere to the policies and practices and comply with the Personal Data Protection Act and other related laws, and
- Continue building a culture for cybersecurity to staff and managements.
- Initiate "True's ethical AI Charter" to manage use of technologies such as AI, IoT, and big data

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

Risk Category :

Technology

Risk Factor :

Limited Natural Resources
in Value Chain

Inherent risk

Impact Severity	Likelihood	Risk Ranking
Insignificant	Possible	Insignificant

The scarcity of certain metals used in the electronics industry is currently growing due to increased usage, limited availability, and capabilities for recovery and recycling. Metals have been used in various industries in large quantities, and usage continues to rise as the world transitions towards technological innovations and clean energy which necessitate use of electronics, and electricity networks. This demand leads to the classification of metals as critical, which are prone to experiencing supply-demand imbalances. These metals are key raw materials in manufacturing of electronics components that the telco sector depends on to develop and operate its network. Scarcity and competition for these metals can impact availability and cost of such components. Since True's operations rely on these components, this risk poses significant challenge for True and supply chain to ensure business continuity, maintain our competitive edge, and provide reliable telecommunication services.

Potential Impact

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

Mitigation Action

Risk Assessment and Contingency Planning:

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

Collaboration and Partnerships:

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

2023 Performance

Cultivating a Risk Management Culture within the Organization

Effective organizational risk management is a critical standard in business management and considered a responsibility at every level of the Company.

1 Board of Directors

The Board of Directors undergoes regular risk management training each year and receives reports on risk management operations, business continuity, cybersecurity, and financial stability quarterly from the Risk, Cybersecurity, and Finance Committee. This ensures a comprehensive understanding and oversight of risk-related matters.



Cyber Security Risk Workshop for Sales Representatives

2 Executives and All Employees

Executives and all employees are informed and educated about risk management through internal communication channels, e-learning courses, and practical workshops.

1) E-Learning and Public Relations

The Company has developed a risk management training program to provide employees with a fundamental understanding of risk management principles. The program integrates basic risk management concepts with practical job applications to achieve predefined objectives. Employees have participated in training and successfully passed assessments.

2) Workshop

The Company conducts practical workshops to promote knowledge exchange and understanding among employees. These workshops, held regularly, facilitate collaborative learning between relevant departments. Topics include cyber risk management and crisis preparedness.

3) Quarterly Risk Management Forum

Due to the amalgamation of businesses, representatives from various organizational units quarterly participate in forums focusing on risk management. These forums serve as platforms for exchanging experiences and knowledge, particularly in areas such as cybersecurity risk management and crisis preparedness every quarter.

Way Forward



In the year 2024, the Company plans to continue the continuous improvement of its risk management efficiency. This includes ongoing activities from previous years that have successfully met their objectives, as well as new initiatives such as awareness creation, training programs, and collaboration with risk-owning units to study and establish Key Risk Indicators (KRI). KRIs will serve as tools to monitor risks, provide early warning signals, and predict potential future risk events. The company will start by addressing high-risk factors that have significant impacts.

Highlight Risk Coordinators Networking

The Company emphasizes creating awareness and instilling risk management as part of the organizational DNA.

In 2023, Risk Coordinators were appointed within the organization from various units to serve as representatives communicating and understanding risk management within their respective teams. Quarterly meetings and regular communication through technology facilitate efficient and widespread dissemination of risk-related information throughout the organization.

Risk Coordinators Networking Meeting



Cyber Security and Data Privacy



2023 Target

100%

Data breach prevention

100%

Compliance to PDPA



2023 Performance

100%

Data breach prevention

100%

Compliance to PDPA

Cybersecurity and personal data protection are critical issues across all industries, but network and communication technology providers play a fundamental role in mitigating and safeguarding users from rights violations and online threats. Therefore, True must rigorously pursue cybersecurity and personal data protection efforts, including the establishment of control measures, audits, and continuous improvement of management practices to meet standards consistently. This also involves building internal staff capabilities, educating business partners, collaborators, and continuously educating users and consumers. This ensures the creation of a secure digital environment for everyone, reducing legal, financial, and reputational risks for the Company.

Management Approach

One of True’s missions is to prioritize the management of personal data security in accordance with the PDPA, as well as international guidelines and standards, such as the ISO 27001 Information Security Management Standard, covering all business units, including TrueMove H, True Online, TrueVisions, and True Digital

Management Structure

The company has established the IT & Security Division and the Business Security Department under the Chief Technology Officer Group. It reports the results of Information Security and Cyber Security operations to the Risk, Cybersecurity, and Finance Committee, as well as to the management committee. Additionally, a Data Protection Division has been established to specifically manage personal data protection issues. Its main responsibility is to control the personal data protection processes in accordance with the company’s policies and the PDPA. This division operates under the Chief Corporate Affairs Officer Group and reports progress and operational results to the Corporate Governance and Sustainability Committee and the management committee.

Complaint Reporting and Handling, Remediation and Punishment

True provides channels for employees, customers, partners, and the general public to report complaints and situations that may violate or deviate from the company’s policies and practices regarding data security and customer data protection. These reports are handled through processes involving assessment, investigation, inquiry, mediation, and penalties for violations of the company’s Code of Conduct. The Compliance & Ethics Department oversees these processes. In the event of personal data breaches, the company has effective legal remedies in accordance with PDPA criteria and methods. If violations that contravene policies are identified, legal penalties will be considered. Additionally, if company employees violate policies and practices, they will face disciplinary action in accordance with the Code of Conduct and may be subject to legal penalties as prescribed by law.



<https://truecorp.integrityline.com>



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



True Call Center 1242
dtac Call Center 1678



True Shop All branches



Data Protection Policy

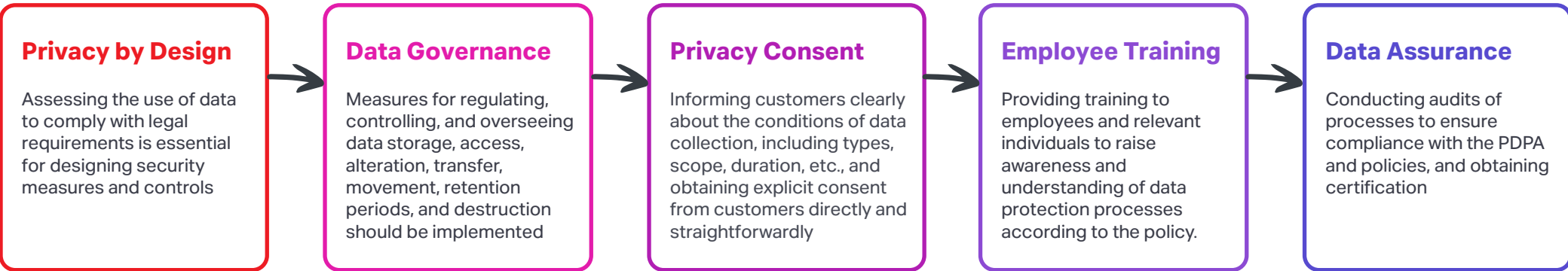
True has established a Personal Data Protection Policy in accordance with the PDPA framework, which is enforced rigorously within the company, including subsidiaries, business partners, and those appointed to act on behalf of the company. One key aspect of the policy is defining the company's role as a "Data Controller," which entails the authority to determine the purposes and methods of processing personal data arising from business operations. This is considered the duty and responsibility of the company as the Data Controller, requiring various measures to ensure effective and appropriate data protection under PDPA principles and using customer data only for the purposes for which consent has been provided.

Additionally, a Data Protection Officer (DPO) is appointed, tasked with providing guidance to management, employees, and relevant individuals on risks and best practices regarding personal data processing. The DPO reports non-compliance and policy violations to the company's management and, importantly, operates independently to review the use of personal data within the company's internal activities without interference.

Additionally, the policy includes other important aspects in line with the PDPA, such as:

- Defining the responsibilities of employees or authorized personnel who access personal data, along with implementing controls and access limitations.
- Clearly defining the duration of data retention, usage, and destruction, as specified in customer consent agreements, and strictly adhering to these guidelines.
- Establishing procedures to control and audit partners and external entities authorized to access personal data from the company, ensuring strict compliance with this policy.
- Making personal data protection a focal point in internal audits across all business operations, reporting audit findings to the Audit Committee, and taking immediate corrective actions upon discovering violations or policy breaches.
- Regularly reviewing policies, practices, and assessing risks related to personal data, with high-risk issues being documented in the company's risk register.
- Establishing data storage and maintaining records of customer personal data.
- Providing channels for complaints and reporting situations that may deviate from or violate policies and practices.
- Enhancing employee understanding and capabilities through communication, knowledge training, and awareness-building initiatives

Data Privacy Management



2023 Performance

Appointment of DPO

Mr. Montree Sataphonkul has been appointed as the Data Protection Officer (DPO) and can be contacted at



DataPrivacy@truecorp.co.th

Communication and Training

True provides communication and training on personal data protection to employees as follows:

1) Personal Data Privacy 101 :

This involves communicating the personal data protection policy to all employees, with each employee signing to acknowledge their understanding, achieving 100% participation.

2) Personal Data Privacy 120 :

This is an online course designed to help employees understand the processes and responsibilities involved in protecting personal data. All employees are required to complete this course



Handing Authority Requests for Data Disclosure

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

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

1) Transparency :

Assessing whether the request is made by a lawful authority and complies with the consent provided by the customers.

2) Necessity :

Evaluating the urgency and necessity of the data request, ensuring it aligns with problem-solving guidelines.

3) Proportionality :

Determining whether the requested data volume is appropriate for the intended purpose.

4) Human Rights :

Ensuring compliance with human rights principles and assessing whether any misuse of data requires remedial actions and processes.

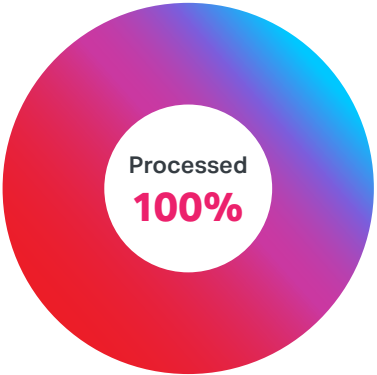
The number of request to disclose personal data of customers from government agencies.	16,684
The number of requests to disclose personal data from government agencies that Company has processed.	15,500
Censorship	130
Network Shutdown	0
Requests from government agencies to disseminate public information	1

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

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

The Company has a process to monitor the percentage of subscribers whose personal data is used for secondary purposes. In 2023, True used the personal data of 66.5% of subscribers for secondary purposes as described in the Personal Data Protection Policy, which was consented to by the subscribers.

In 2023, True was able to respond to 100% of customers' requests to access, modify, delete or transfer personal data.



Handling Complaint from Customers and External Parties

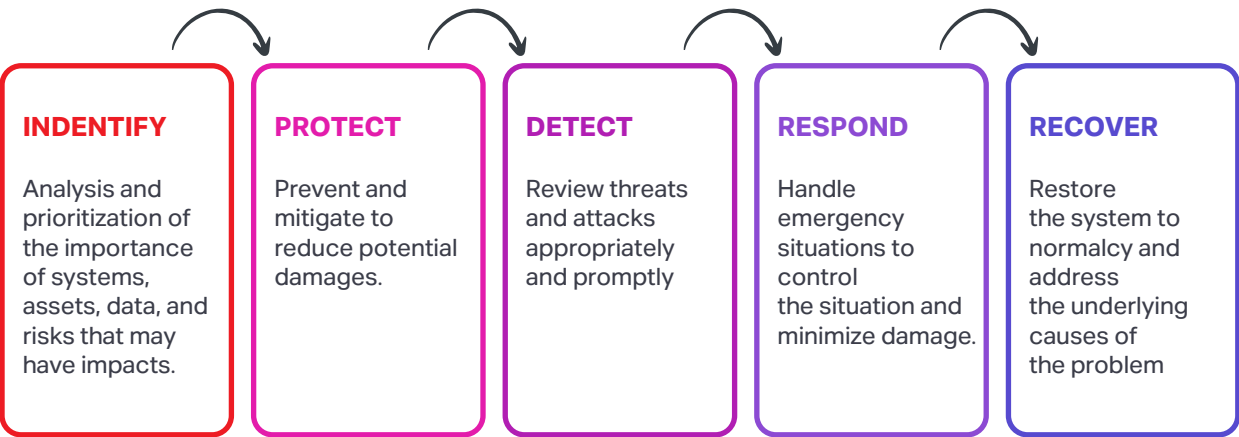
The number of complaints from customers/external entities regarding privacy violations for marketing purposes that the company reviewed and found not to be in violation of privacy	214
The number of complaints from government agencies regarding privacy violations.	3
The number of complaints from customers/external organizations in cases that qualify as privacy violations (Substantiated Cases)	0
The number of complaints from government agencies in cases of privacy violations that the company has taken actions.	3

Information Security and Cyber Security Policy

True has established the True Information Security Policy to maintain the security of data, which is considered an asset of the company, in accordance with ISO/IEC 27001 standards and consistent guidelines throughout the company. This is to ensure that various risks occurring currently and potentially in the future are managed through various measures. The policy is strictly enforced within the company, covering subsidiaries, business partners, and authorized representatives. Additionally, key points of the policy include:

- 1. Appointment of a Head of Security responsible for ensuring data and asset security operations align with the policy, reporting on operations, progress, and situations, including policy violations.
- 2. Establishment of procedures to control and audit partners and external entities authorized to access the company's data and assets, with strict adherence to the policy.
- 3. Regular review of policies, practices, and assessment of data and cyber security risks, with high-risk issues recorded in the company's risk register.
- 4. Provision of channels for complaints and reporting situations that may deviate from or violate policies and practices, with disciplinary actions for employees found to contravene policies and practices.
- 5. Implementation of communication and training programs to educate employees and raise awareness.

Management Approach
NIST SECURITY FRAMEWORK



2023 Performance

ISO 27001: 2022 Standard Certification

True has prepared operations processes for data and cyber security, dividing business operations according to their significance. The Company has certified the ISO/IEC 27001:2022 standard.

Data Classification & User Access Review

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

Data Loss Prevention (DLP)

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

Disaster Recovery Plan (DRP)

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

Penetration & Vulnerable Scan Test

Annually Vulnerability testing is conducted regularly every year to ensure readiness for systems handling personal data on over 2,000 servers in 2022.

Risk Assessment / External Audit & Verification

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

Employee Training and Awareness Building

True conducts training sessions to impart knowledge and raise awareness among employees on the topic of "Information Security," with 100% of employees participating in the training.



The number of data leaks, losses, destructions, or thefts	0
Revenue lost from data leaks, losses, destructions, or thefts (in Thai Baht)	0
The number of customers affected by incidents of data leaks, losses, destructions, or thefts.	0
The number of abnormal incidents that occurred and were prevented	16,511

Highlight

True has declared its commitment to being a leader in privacy and personal data protection to safeguard consumer rights. This involves leveraging technologies such as AI, IoT, and Big Data to enhance the capabilities of the data protection and cybersecurity systems.

In enhancing internal organizational capabilities, the company has utilized AI technology to benefit the customer data management process. For instance, AI is employed in SIM registration systems to streamline identity verification and customer data storage processes, ensuring accuracy, speed, and security while reducing errors caused by human factors. Additionally, True utilizes AI technology to reinforce security in three key areas:

1. Behavior Analysis

True employs AI algorithms to analyze the behavior of processes and applications on endpoints, including creating baseline user behavior data and analyzing differences or abnormalities that may indicate risks and threats.

2. User and Entity Behavior Analytics (UEBA)

True uses AI to track user behavior patterns and identify and predict abnormal activities that may pose risks to data leakage, which is highly beneficial in detecting internal risks or compromised user accounts.

3. Automated Threat Response

AI technology enables True to automatically respond to certain types of threats. For example, if the AI detects files with risky characteristics, the detection system will isolate those files from the workflow to prevent further spread of damage

Best-in-Class Cybersecurity Solutions

Delivering Best-in-Class Cyber Security Services In addition to enhancing internal organizational systems, True also delivers technologies to enhance data and cyber security for customers and external users, particularly targeting SME business customers. The company sees this as promoting a secure digital environment, aiming to provide equal access and utilization of advanced cybersecurity technology for Thai people and Thai businesses, supporting business expansion into the digital era and ensuring critical data storage systems, such as personal data and financial data.

As a result, the company delivers comprehensive security solutions through True Digital Cybersecurity, catering to organizations of all sizes and industries, offering services including:

Security Operations Center (SOC)

A vigilant security operations center that goes beyond by utilizing AI and Machine Learning technologies to automatically manage threats, analyze data, detect threats, and efficiently resolve issues. ISO/IEC 27001 international standard certified, ensuring continuous business security monitoring 24/7.

Managed Security Services

Providing managed cybersecurity systems management services tailored to organizations of all sizes, staffed with expert personnel holding globally recognized certifications such as CISSP, CISM, GIAC, and OSCP. These services help businesses reduce unforeseeable investments and uncontrollable expenses in security systems.

Offensive Cybersecurity

Offering system penetration testing and vulnerability assessment to identify system access points, simulate attack scenarios to discover system vulnerabilities, predict system attacks, abnormal analysis, real-time problem notification, and immediate response to halt ongoing attacks.

PDPA and Data Protection

Offering consultation services for personal data protection under PDPA, covering process design, data storage, and usage, as well as audit services.



Way Forward

True is committed to enhancing cybersecurity by continuously improving to meet the ISO 27001:2022 standard in critical business areas, serving as a vital foundation for ensuring data security. Additionally, this effort aims to increase effectiveness in protecting personal data across various essential business sectors in compliance with PDPA.

Digital Inclusion and Education



2023 Target

29 Million People

To gain access to learning resources and information (cumulative).



2023 Performance

32 Million People

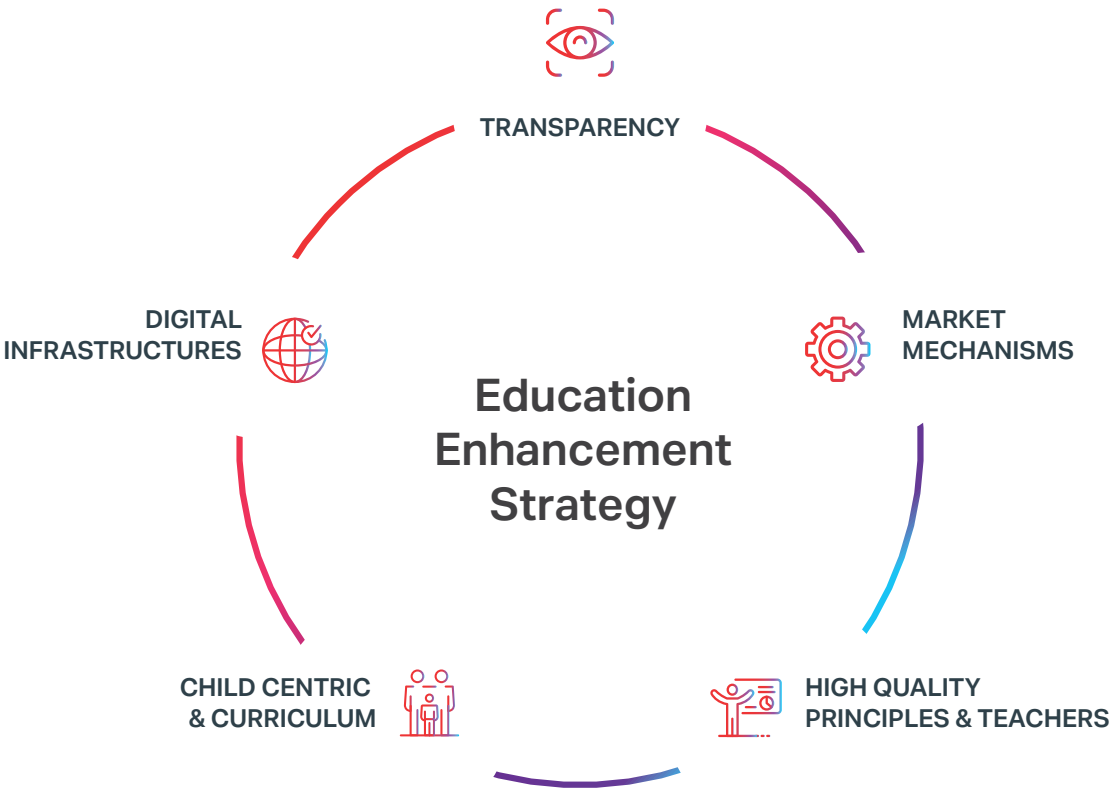
To gain access to learning resources and information (cumulative).

The quality of education is crucial for developing the human resources of Thailand. According to a report from the World Bank, Thai students spend a relatively high amount of time in the education system compared to other countries, but the results of educational assessments based on international standards have declined. Therefore, the development of education, both at the individual and societal levels, is urgent because it will help enhance productivity and economic growth, leading to the creation of a sustainable society and enabling the country to address future challenges.

Management Approach

True has a Corporate Governance and Sustainability Committee supporting the operations of educational and academic institutions. Because of the awareness of the urgency to support the education of Thai youth, True has initiated a project to provide education that meets international standards to underprivileged children, utilizing True’s expertise in technology and innovation as a driving force. This initiative aims to increase opportunities for children and youth to access useful learning resources and to use them correctly and safely.

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



2023 Performance

CONNEXT ED Foundation

True, one of the co-founders of the “Pracharath” public-private project to strengthen basic education and leadership development (E5) since 2016, has developed it into the CONNEXT ED Foundation. It has expanded its network of cooperation to many private sector organizations, with over 43 partner organizations collaborating to create a sustainable education ecosystem.

True began by providing ICT equipment and media to CONNEXT ED Foundation schools, selecting volunteers to become School Partners, totaling over 850 individuals, for knowledge exchange, school development planning, budget support, and educational staff training. In 2023, more than 1.6 million students accessed learning media and information.



Supporting education in schools under the CONNEXT ED Foundation

ICT TALENT

ICT TALENTs are personnel responsible for providing guidance and promoting effective utilization of ICT media and equipment in educational management for school administrators, teachers, and communities. They also maintain and support the ICT equipment provided by the foundation to ensure they are always operational and efficient. True hires local experts to fill more than 300 positions. According to research conducted by the Thailand Development Research Institute (TDRI) in 2023, schools with ICT TALENTs overseeing operations showed higher levels of ICT literacy among students. Teachers’ use of technology in teaching increased to 76%, and their confidence in using technology for teaching rose to 88%.



ICT Talent

School Partner Project

True collaborates with the CONNEXT ED Foundation to drive and elevate Thailand’s education quality management to international standards. The project calls for applications for volunteers or emerging leaders from each member organization to join as School Partners (SP). SPs act as thought partners for school administrators and collaborate to develop projects suitable for the school’s context based on three principles: fostering good and talented children, promoting participation, and ensuring project sustainability. This initiative is extended to public schools nationwide. In 2023, 333 True employees participated as School Partners. .



School Partner Project

2023 Performance

True Plookpanya Project

True Plookpanya television station

Presenting educational promotion programs, entertainment content, and moral promotion programs aired on TrueVisions 37 and HD 111, which are open for free-to-air broadcasting nationwide, allowing viewers to watch the programs through various devices and satellite receivers of other systems. In 2023, there were more than 54 Million eyeballs viewers. As the top-ranked program on TrueID during the live streaming period from April to May 2023.

True Plookpanya website

Website for Education Development in Thailand, starting from childhood education both inside and outside the classroom. It includes enhancing vocational skills, personal development, teacher training, and providing useful knowledge for parents and the general public to promote lifelong learning.

In 2023, there were over 32.2 million active users, ranking 1st in the country since 2019. It serves as the largest repository of exam questions, with over 88,000 practice questions and tests covering all grade levels and subjects. There are 8 subject groups of instructional content, over 20,000 tutorial videos, and more than 35,000 articles on career guidance, self-improvement, and general knowledge available online

True Plookpanya application

The True Knowledge app aggregates knowledge from various True Knowledge platforms, including the True Knowledge website, the Plook Magazine, and True Knowledge TV channels. The system tailors content to each user, whether they're students from primary to university level, parents, or teachers. This ensures maximum convenience and benefit.

Everyone can access it anytime, anywhere without using data on TrueMove H network. This opens up opportunities for kids, youth, and the general public to easily access True Little Genius's knowledge. In 2023, there were over 600,000 downloads (cumulative) of the app.

True Little Monk 9th

Supporting education and morality for youth and families according to Buddhist principles, aiming to educate the new generation on moral principles for self-development. This involves live broadcasts over a 4-week period of ordination ceremonies on TrueVisions' Reality channel and Reality HD channel, available for online viewing on www.truelittlemonk.com and the TrueID app. In 2023, there were viewers from over 190 countries globally. Received over 50 awards both domestically and internationally.



True Little Monk

Highlight

CONNEXTED CROWDFUNDING

True developed the online donation platform, connected.org, for the CONNEXT ED Foundation to raise funds. Each school in need leads a project to develop the school in terms of teaching materials such as laptops, teacher development, vocational promotion, and school repairs and improvements. Donors can choose to support projects they are interested in and specify the amount of donation needed.

All donations are sent directly to the school's account, which can be monitored and tracked through the website system transparently. In 2023, 31 projects were successfully funded, raising a total of 3.2 million baht through the platform.

Currently, we are conducting our second fundraising campaign for the 'Notebook for Education' project, aimed at providing laptops for education. We have successfully fundraised for 99 projects and received a total donation of 22.96 million baht. This project includes training for teachers and the installation of filtering software to prevent inappropriate use, ensuring the most efficient use of laptops.



2023 Performance

Safe Internet Use Skills for Children and Youth Projects

As a telecommunications service provider, True considers it important to create a secure internet environment to reduce risks for users, especially children and youth, who are considered to be at high risk. True has therefore launched the True Cyber Care project to prevent harm to users in the child and adolescent group, including building skills to cope with various risks in order to maximize the benefits of the internet for learning and improving quality of life. In 2023, True collaborated with the Bangkok Metropolitan Administration (BMA) to implement the BMA x True Safe Internet Project Year 2, aiming to enhance digital education, drive a creative and safe internet society, and prevent and monitor cyber threats to prevent children and members of society from falling victim to cybercrime. Additionally, they reinforced it with the "Rootanlokonline" course from True Plookpanya to prevent dangers from the cyber world, including setting passwords, the format and penalties of cyberbullying, close-to-home social media dangers such as fake news, and internet laws, among others. They conducted a Road Show activity to train students in the BMA school network, totaling 50 schools, and organized the Battle For Better debate competition to provide a platform for the younger generation to express constructive attitudes and exchange innovative ideas about the online world under the topic "New Online Culture for The New Gen: Online Culture That The New Generation Wants to See." Moreover, True has delivered knowledge about safe internet usage through various online channels, accessible to children, adolescents, and general internet users, totaling 494,875 individuals.



True Digital Academy

True Digital Academy has a crucial mission: to enhance skills for individuals and organizations in Thailand, aligning them with the present and future needs. We aim to compete internationally in both business and industries. Collaborating with global partners like GENERAL ASSEMBLY and leading educational institutions in Thailand such as Chulalongkorn University and Thammasat University, we empower Thai professionals with digital knowledge. This effort is divided into two main groups: organizations, where we work with various entities to support digital transformation through upskilling and reskilling programs for digital readiness; and the general public, who are interested in digital skills or transitioning to tech or digital careers.

Currently, True Digital Academy offers over 60 courses both online and in classrooms, covering topics like Digital Foundations, Data Champion, Digital Marketing, and Product Management. In 2023, we developed the skills of 6,800 True personnel, achieving a high Net Promoter Score of 78% from both learners and organizations.



True Click Life Project

The company innovates comprehensive learning curriculum for private schools, covering from kindergarten to high school. It develops modern curriculum and multimedia resources such as English, Chinese, Robotics, and Music to inspire effective learning processes, focusing on student-centered teaching methods. The aim is to equip students with essential skills for the new era while fostering virtues and ethics. In 2023, the company generated a revenue of 10 million baht.



Way Forward

Developing training courses to keep up with rapidly changing new knowledge, using technology as a driving force, and focusing on developing digital skills such as AI, Coding, Network Systems, Communication, and Management. This aims to reduce the gap and elevate the quality of education in Thailand sustainably.

Human Capital Development



2023 Target

41% of employees will receive basic digital training.



2023 Performance

81.9% of employees will receive basic digital training.

The changing demographics of Thailand will see a reduction from 66 million people in 2023 to just 33 million in 2083, resulting in a decrease in the working-age population while the proportion of elderly population increases to over 50% of the total population (Chulalongkorn University's Graduate School of Business). This will lead to future labor shortages. Meanwhile, AI and automation will play a greater role in replacing the declining workforce. Therefore, preparing personnel to drive organizations towards becoming leading Telecom-Tech Companies is a significant challenge.

Additionally, the largest telecommunications merger in Southeast Asia poses a significant challenge for employees to adapt to new colleagues, adopt new systems, and organizational changes. Hence, The Company prioritizes creating an organizational culture where all employees are unified. Everyone must believe in the goals and vision to enable the organization to achieve success as a leader in the Telecom-Tech industry.

Management Approach

The Board of Directors is responsible for oversight, with a management team in charge of human resources management and labor engagement policies, including hiring and workforce management, to cultivate a new organizational culture aligned with the four core values: Compassion, Credibility, Co-Creation, and Courage. These values result from the Organization Health Index process involving employees and workshops conducted by senior management to jointly establish goals and visions for the new company. The strategy involves caring for employees throughout the Employee Journey or HR6 CYCLE principles to create a Center of Growth and Care.

Human Resource Management Framework

- Business Planning
- Organization Design
- BSC Management
- Risk & Change Management
- Program Management
- Policy Management
- Manpower Planning



2023 Performance

1 Personnel Recruitment

True works proactively by reaching out to the new generation to educational institutions by organizing and attracting talented new generations to join the workforce. By establishing professional potential development centers (True Capability Center) in all 3 vocational education institutes across the country.

The Company, together with Rayong Technical College, established a project to develop an industrial artificial intelligence center with 5G technology using True 5G network equipment and technology to raise the level of education and develop AI skills of students and personnel in the industrial sector.

It also stipulates that the recruitment process is based on qualifications. and not limited by gender, race, religion, etc.

True Next Gen Project

Recruiting new generation personnel who have the potential to become organizational leaders in the future which must go through actual work Under the close supervision and consultation of senior executives, it is divided into 2 areas: 1. Tech Talent and 2. Business Talent . In 2023 , there are more than 18 people who have passed the training.



2 Human Resource Potential Development

Digital Training Courses

The Company organizes training courses for employees to enhance skills and capabilities, particularly in the digital domain, to propel towards the goal of becoming a leading telecommunications-technology company in the country through key strategies driving organizational transformation under the concept of "Future-Ready True, Future-Ready You." Leveraging learning platforms with courses from True Digital Academy to cultivate a culture of lifelong learning, setting a goal for employees to spend 40 hours on upskilling through LEARNATHON within the year 2023, across three training courses: Basic, Intermediate, and Advanced. Employees have an average training hours of 46.5 hours. The training cost is 5,683 THB per person.

Digital Training Courses	Employees will Receive Advanced Digital Training (%)
Basic	81.9
Intermediate	45.1
Advance	11.7

Developing Modular & Cross Functional TEAM Leaders

Strategic Project & Leadership Development (SPLD) Project

The objective is to enhance teamwork by defining sub-projects aligned with the organization’s strategies, encouraging everyone to take real action and measuring outcomes through key performance indicators. It involves learning beyond regular job duties. In the year 2023, 803 employees participated in the project. Revenue increase 1,089.69 million baht and cost saving 29.01 million baht, Total 1,118.70 million Baht

The Data Champion Program

The Data Champion Project is aimed at developing employees’ skills and abilities in data analysis and utilization for decision-making. This enables employees to effectively use available data in strategic planning and various business operations. The project includes training, consulting, framework setting, and designing tools for data analysis. Additionally, it involves business-related projects and presentations during the course, with the goal of enhancing employees’ knowledge and capabilities and fostering a data-driven work culture within the organization. In 2023, 72 employees participated, leading to increased revenue and cost reduction of 557 million baht.

Career Advancement Planning

Develop an individual development plan system (INDIVIDUAL DEVELOPMENT PLAN: IDP) so that employees can set their own development plans with supervisors as advisors and give advice at least twice a year, including conducting character assessment tests. Individual (PSYTECH PERSONAL INSIGHTS REPORT) according to psychological evaluation (PSYCHOMETRIC TEST).

The results of the assessment allow employees to discover strengths in their areas of expertise, and to know the areas that should be developed further so that employees can plan their career advancement development plan (CAREER PATH) appropriately. In 2023, employees underwent individual characteristic assessments with a 100% completion rate. Additionally, opportunities were provided for employees to choose other career paths within the Company, enhancing growth opportunities for employees.

Highlight

Human resource data analysis technology
(PEOPLE ANALYTICS)

The Company has HR Analytics and HR Engineering units with data scientists responsible for analyzing employee data using technology to identify strengths in various areas such as creativity or execution. They use the data to define career paths (CAREER PATH) to ensure job satisfaction. The company can develop employees in desired directions alongside future skill development (FUTURE SKILL). In the year 2566, all employees underwent assessments with a 100% completion rate.



2023 Performance

3 Assessment of Human Resource Potential

All employees (100%) are required to undertake performance appraisal in the performance management system (PMS) on bi-annual basis. Employee performance appraisal is based on a set of measurable goals agreed upon by employees and their supervisors as well as KPIs that employee adhere to Code of Conduct and corporate 4C's core values. Apart from the individual KPI, the company has implemented the weighting mechanism, where individuals carry not only own performance target but those of team. The company has also employed a multidimensional performance appraisal approach to employee evaluation involving gathering feedback from various sources, such as supervisors, peers, and subordinates. The performance results will be calibrated systematically to standardize performance ratings across the team and ensure that the same measurement criteria are adopt. These calibrated ratings will be used to support remuneration and promotion consideration and will be disclosed to employees directly through the true connect application.

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

4 Rewards

The Company has guidelines for compensating employees in various formats that comply with labor laws, ensuring fairness and competitiveness in the labor market. This is aimed at attracting, retaining, and motivating talented individuals to become key contributors to the company's sustainable development. Compensation and position adjustments are based on employees' performance evaluations.

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



True HEALTH MorDee
offers online doctor consultations, medication delivery to homes without upfront payment, insurance claims, and medication discounts of 20-30%.

Employee Welfare

The Company plans and designs comprehensive and sustainable welfare programs for everyone in the organization, according to the needs of each employee group. In the "Plook Rak" project, it covers four aspects as follows:

Plook Rak Dhamma

- Encouraging employees to participate in merit-making activities such as almsgiving on the 1st Wednesday of every month and chanting sessions every Thursday.

Plook Rak Wealth

- True Employees' Savings Cooperative Limited strengthens employees' finances by depositing money and holding shares.
- Employee welfare loans for purchasing a new home, refinancing or making home repairs at low interest rates with banks that have MOU agreements with True.

Plook Rak Health

- Breast cancer screening using a mobile mammography vehicle by Thanyarak Center, Siriraj Hospital
- employees receive a 20-30% discount on medicine and a 10-15% discount on room rates when receiving services at hospitals in the program.
- True HEALTH MorDee - offers online doctor consultations, medication delivery to homes without upfront payment, insurance claims, and medication discounts of 20-30%.
- Healthy Leave policy grants an additional day off to employees who do not utilize their health insurance benefits within a year.

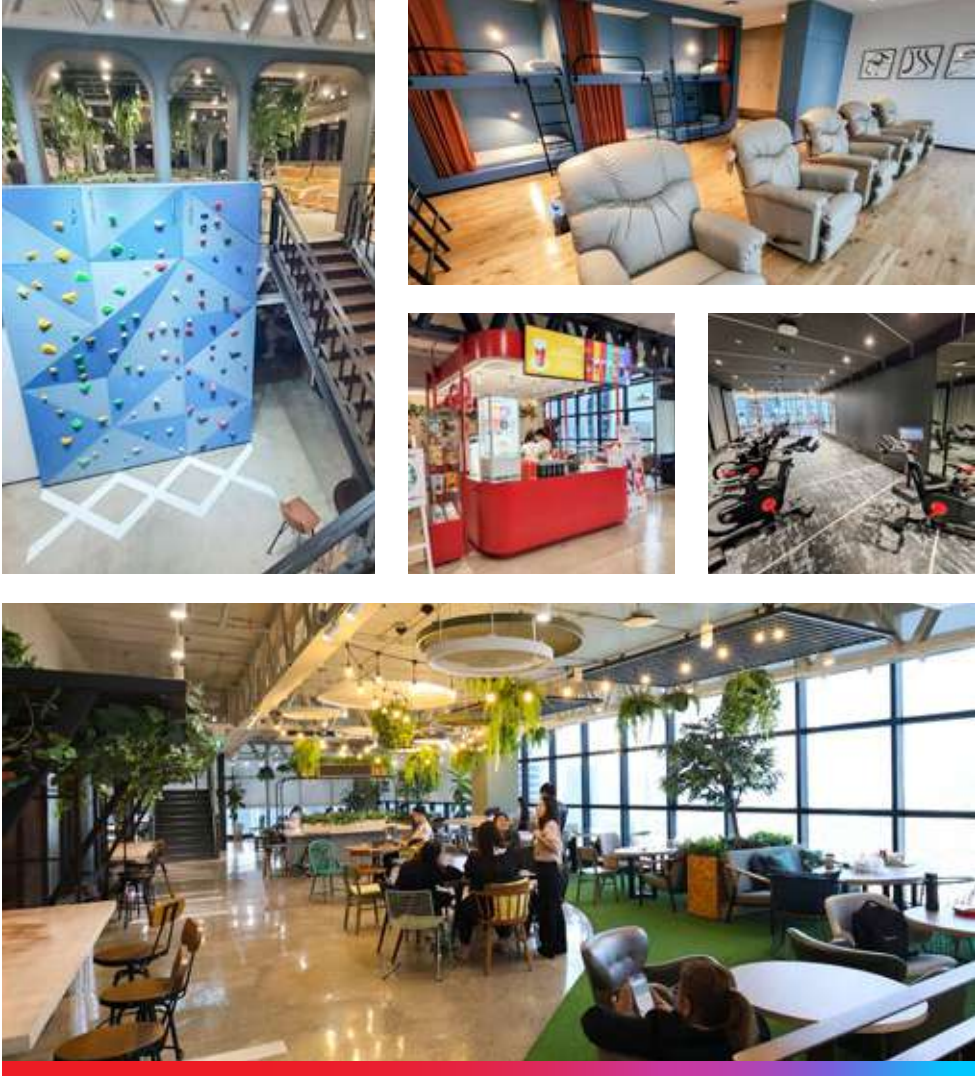
Plook Rak Engagement

- Supporting budgets and providing venues for employees to form interest groups and organizing gift-giving clubs for the New Year.
- Chinese New Year Red Envelopes distribution

True supports inclusivity and equality for LGBTQ+ employees within the organization by providing specific leave entitlements, including 30 days for gender reassignment surgery, 6 days for wedding ceremonies, 7 days for childcare leave including weekends, and 15 days for religious observances per year.

Createch Living Space Concept Workspace

True has upgraded its workplace under the concept of Createch Living Space, promoting an environment conducive to innovative thinking. It provides areas tailored to employees' preferences, such as ping-pong tables, simulation rooms, music rooms, breastfeeding rooms, massage rooms, physiotherapy rooms, relaxation rooms, beauty rooms, convenience stores, meditation rooms, and Open Spaces for employees to grow vegetables for consumption. Additionally, there are medical examination rooms and a medical team to provide healthcare services.



2023 Performance

5 Employee Management

Equal and Non-discriminatory Labor Practices

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

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

Employee Occupational Health and Safety

The company sets a goal of Zero Fatalities. Therefore, the Health Safety Security & Supply Chain Sustainability Department (HSS&SCS) promotes and supports:

- Management and supervisors at all levels to be aware of safety responsibilities and to appropriately control risks according to the priority of related activities.
- Employee training to work safely in relevant tasks, complying with local laws, standards, international regulations, and safety agreements strictly.
- Strengthening accident prevention reporting culture across all levels.

Emphasizing the importance of safety culture to prevent work-related injuries and illnesses. Employees collectively report safety concerns via True Connect, following the principles of TRUE: Stay TRUE to Safety.

T = Take a pause, safety first
R = Report immediately
U = Use the right equipment
E = Educate yourself

This ensures no fatalities occur due to work operations.



Employee Safety Training Course

In 2023, safety training courses were developed both online and on-site, along with communication to ensure all employees underwent safety training aligned with set objectives. Activities fostering a proactive safety culture were organized. Training courses were divided into general safety training and activity-specific risk training, covering managers, supervisors, and general employees. The total training hours for employees amounted to 28,246 hours, including:

General safety training, such as:

- Basic safety training for new employees
- Safety culture and incident reporting training
- Supervisor-level safety officer training
- Basic fire extinguishing and evacuation training

Activity-specific risk training, such as:

- Defensive driving training for company vehicle users
- Electrical safety training for workers involved with electrical systems
- Ethics and sustainability compliance training for procurement and vendor-related personnel.

Communication Channels Between the Company and Employees

The Company operates communication channels with employees to listen to opinions, receive complaints, collect information and make recommendations on issues related to human resources. This includes reporting unsafe situations and where there is a risk of accidents through the TRUE CONNECT application and sending SMS.



2023 Performance

Engagement Activities

HAPPY PAYDAY

Activities aimed at fostering unity among employees from both organizations, creating ONE Strong team in alignment with the organizational culture of Co-creation. These activities are conducted every last Thursday of the month. For example, in September 2023, there's a karaoke singing competition, in October 2023, a Halloween-themed event, in December, a physical and mental fitness test, in January, a 4C organizational culture-building activity, and on New Year's Day, among others.



HAPPY PAYDAY Activities

Ask Us Anything

Providing employees with the opportunity to engage in conversations, ask questions, or share their opinions, reflect their thoughts directly with senior management in a friendly setting, is what the Ask Us Anything initiative is all about. This enables management to acknowledge and offer assistance, aligning with the organization's 4C culture of Compassion and Courage. The event is held regularly every quarter.



Ask Us Anything Activities

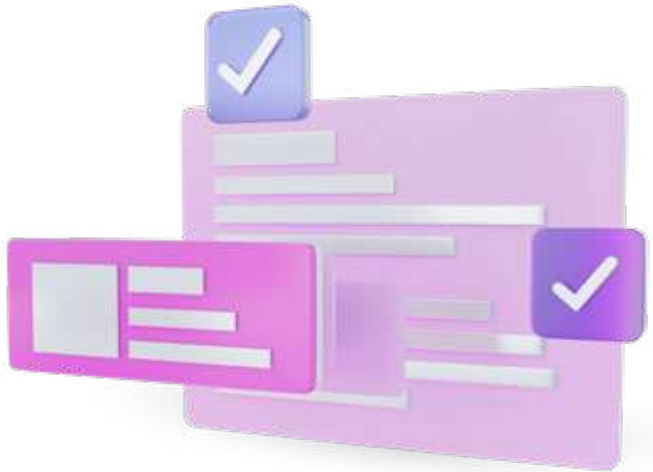
Employee Engagement Survey

The results from the excellent employee care are reflected in the Employee Engagement Survey conducted quarterly. These survey results will be analyzed and used to plan human resource management strategies to retain high-potential employees.

Way Forward



True realizes the necessity of promoting employee skills to align with the demands of the digital age. Therefore, it has launched the Citizen Developer project, designed to enable ordinary employees without IT background to create automation software through easy-to-use tools, without the need for coding skills (Low-code/No-code). This initiative aims to enhance work efficiency and foster a digital culture. True has set a goal to train 200 Citizen Developers within 5 years.



Human Rights Management



2023 Target

100%

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

30%

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



2023 Performance

100%

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

33%

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

Artificial Intelligence, or AI, has rapidly developed and become increasingly essential in the workplace. However, AI development must go hand in hand with ethical guidelines and security measures, particularly concerning human rights issues. A significant concern is the collection and use of personal data, which must be protected. Transparency and accountability in technology use and data management are also crucial considerations.

Management Approach

True has a Corporate Governance and Sustainability Committee tasked with overseeing and ensuring appropriate guidelines or measures are in place for risk management. This includes **policies on human rights**, overseeing operations to comply with laws and international principles concerning human rights. It adheres to three pillars: protection, respect, and remedy. For instance, it follows international agreements such as the United Nations Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Organization for Economic Cooperation and Development (OECD) guidelines, and the International Labour Organization (ILO) conventions. Additionally, True is a founding member of the Global Compact Network Thailand (GCNT) to monitor and mitigate risks of human rights violations throughout the supply chain, involving partners, suppliers, business associates, and customers, as well as vulnerable groups such as children, women, persons with disabilities, indigenous communities, ethnic groups, and gender-diverse groups. It also includes workers from partners, suppliers, business associates, and foreign workers. True is committed to preventing child labor, forced labor, coercion, workplace harassment, as well as using indigenous/native and international labor, among other measures.

Furthermore, True's Human Rights Policy promotes respect for human rights throughout the value chain to ensure confidence that all employees and stakeholders will be treated, protected, and entitled to basic rights equally and fairly. This is guided by the following practices: labor rights, children's rights, customer rights, partner and business associate rights, community rights, and environmental rights. Additionally, it includes practices related to diversity, equity, and inclusion (DE&I), combating discrimination, and preventing violations and breaches. Furthermore, it mandates employee training and provides channels for lodging complaints.

HUMAN RIGHTS DUE DILIGENCE PROCESS

True has established a comprehensive Human Rights Due Diligence Process since 2018, which mandates assessments every two years. In 2023, the Company hired expert consultants to conduct assessments for all True and dtac business operations throughout the value chain. These assessments covered employees and relevant stakeholders who are at risk of rights violations (partners and contractors, local communities, and customers), as well as diverse groups such as LGBTQI+, ethnic minorities, religious groups, persons with disabilities, and socially vulnerable groups like the elderly, women, pregnant women, children, and youth.

Promoting Equality and Diversity

The Company operates on principles of diversity management and embraces differences in collaborative work. It focuses more on employees' potential rather than gender issues, such as increasing the proportion of female executives and staff. Additionally, it creates an equal and safe working environment and conducts the #TrueEquality campaign through the TikTok platform. Furthermore, it pioneers in constructing Multi-Gender Bathroom Universal Design facilities at the True Tower Ratchada headquarters and hires persons with disabilities.

Moreover, there are special leave benefits for LGBTQ+ individuals, including 30 days of leave for gender reassignment surgery, 6 days of leave for marriage, 7 days of leave for caring for newborns, and 15 days of leave for voluntary work per year.



True collaborates with Charoen Pokphand Group to organize a seminar for exchanging ideas with the LGBTQI+ community in Thailand titled 'Beyond Gender for a better tomorrow'

Handling Human Rights Complaints

The Company places great importance on communication channels and employee complaints. The workplace welfare committee is another channel for communication between employees and the Company. This promotes awareness and respect for human rights equally among all employees, all levels and all nationalities. To participate in expressing views, opinions, suggestions and complaints. through elected representatives Before there will be a meeting with executives representing the Company.

Additionally, there is an Integrity Hotline service, a whistleblower hotline, available through the website <https://truecorp.integrityline.com/frontpage>. In 2023, there were no cases (0 case) of human rights violations.

 <https://truecorp.integrityline.com/frontpage>

Human rights due Diligence Results

After the amalgamation in 2023, True conducted a human rights due diligence, we collaborated with our internal units, joint ventures, suppliers, and business partners to identify and prioritize human rights risks, ensuring human rights compliance throughout the value chain. The assessment results identified 2 salient issues 1) Health and safety in the workplace of partners/contractors, and 2) Data Privacy (Abuse of customers’ Personal Information)

The Company has established guidelines to mitigate risks and implemented measures for prevention, monitoring, correction, and remediation in case of violations. This involves a multidisciplinary team comprising human rights, occupational health and safety, and environmental experts, along with responsible units for inspection, ensuring compliance with preventive and corrective measures, and continuous monitoring of progress.



Way Forward



True has determined that human rights risk assessments will be carried out to 100% of its significant tier-1 suppliers by 2030 to help them reduce human rights risksthroughout the supply chain and conduct business on the principle of respecting human rights.

Highlight
Human rights risks of significant tier-1 suppliers

True Corporation has expanded the scope of human rights risk assessments to include key direct partners. This is supported by the engagement of specialized consulting firms to conduct risk assessments, develop strategies, guidelines, and preventive and corrective measures. This enables timely monitoring of violations and ensures confidence that the company’s operations throughout the value chain are based on the principle of respecting human rights. Upon identifying high-level salient issues, which include:

- 1. Employee health and safety in the workplace.
- 2. Health and safety of partners/contractors in the workplace.
- 3. Responsible sourcing of raw materials.
- 4. Community health and safety from pollution resulting from production.

The external consulting firm has recommended True to establish guidelines to mitigate risks, as well as methods for prevention, monitoring, correction, and remediation in case of violations. This involves security, occupational health, and environmental departments, along with responsible oversight units, ensuring compliance with preventive and corrective measures, and continuous monitoring of operational outcomes.

Salient Issues	Prevention and Remediation Measures	Result
Health and safety in the work of partners/contractors.	- Enforce Business Partner Code of Conduct and audit compliance through partner assessment processes by the company and internationally certified standards organizations. - Train subcontractors and training instructors on basic safety procedures, emphasizing safety processes before commencing work such as safety requirements in service contracts (Prequalification), hazard awareness and control (JSA), safe work at heights, electrical safety training for workers involved in electrical systems, and Lockout/Tagout procedures. - Implement jointly planned safety plans, emphasizing top management involvement from each department and frontline staff, dividing practices to achieve goals in four areas: 1) Leadership commitment and safety responsibility, 2) Organizational development and skills, 3) Ethical conduct and safety management systems, 4) Safety reporting and communication. - Conduct random safety inspections at actual operational sites regarding compliance with safety requirements and the company’s safe work procedures, especially in high-risk tasks such as Broadband services.	- Subcontractor fatalities decreased to 1 case, decreased from 4 in 2022. 100% reported and investigated severe incidents promptly, identifying causes and prevention measures. 100% of Significant tier-1 suppliers ESG assessments under BPM and DJSI frameworks resulted in measures to prevent and reduce impacts next year.
Data Privacy (Abuse of Customers’ Personal Information)	- Ensure that the scope of consent forms is well-defined, service-specific, and is aimed at providing benefits to customers, not only benefits to business. - Ensure compliance with relevant and applicable laws and regulations - Employee training - Cybersecurity measures: the Security Operation Center (SOC), ISO/IEC 27001:2013, Security Orchestration Automation Response - Access control, authentication mechanism and encryption of data. - Quick response protocol to address potential cases - Hotline/Grievance Channel	- All consent forms are reviewed and revised if necessary. - Laws and regulations compliance. 100% of breaches are managed 100% of internal data usages are subject to privacy check point 100% of personal data requests by law enforcement or national security agencies (Authority Requests) are subjected to human rights assessment.



LIVING WELL

Building a Sustainable Society

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

Network Availability and Reliability



Network coverage
Deliver the best quality signal service

Digital technology is rapidly evolving and changing to meet the ever-changing needs of humans. Reflecting the vision to become a leader of the telecom-tech company, True is committed to providing the best quality signal service to all customers without interruption. The internet is strong and fast and responds in real time with 5G network coverage in all areas. Ultimately, it is about building a high-performance network which is modernized, more efficient and environmentally sustainable.

Management Approach

The Board of Directors provides high-level oversight for the Technology and Network Group and the Executive Committee provides ongoing supervision and direction of operational activities. The Technology Group is responsible for setting strategies and managing the signal tower network in accordance with policies, operational guidelines and business directions. This includes monitoring, reviewing, and reporting on operational results.

The Technology Group creates policies and guidelines to build and expand telecommunications networks to cover the country and considers the installation of tower infrastructure and the towers' equipment that are beneficial and safe to the surrounding communities and the environment. We are creating a network with improved signal quality and coverage in accordance with law and regulations.

True, as the leader in telecommunications technology in Thailand, is committed to change the way of Thai people's lives and to step up to the forefront of the global digital economy. The Company's strategy is to "Be the Undisputed Network and Digital Infrastructure Leader". True will harness the integrated potential of both True and dtac's telecommunications, mobile, broadband, and digital infrastructure, including international standard data centers and cloud systems.

2023 Performance

Improvement of Network Availability

True is creating a network with improved signal quality and coverage. The Company is determined to provide the best service for all customers and to cope with the challenges of rapid digital transformation. This solidifies its position as the number one telecom-tech company in Thailand.

After the amalgamation between True and dtac, the 5G and 4G quality signal immediately improved for both brands from the roaming of 2600 MHz and 700 MHz frequencies with more network coverage. Before the merger, 4G coverage of dtac and True covered 96.93% and 99.06% respectively. After the amalgamation, the coverage of both brands reaches 99.28%. While the 5G coverage of dtac and True was 46.87% and 85.69% respectively prior to the amalgamation. Currently, both dtac and True have 90% 5G coverage, and the True-dtac 5G network aims to achieve 97% coverage by 2025.

High-Performance Networks 'Single Grid' Leveraging Unique Strengths

True ensured the quality of its mobile phone service, advancing to create the superior "Single Grid" network project through the use of Artificial Intelligence (AI) and Machine Learning (ML). Leveraging the data insights, True has delved deeply into usage details in each area and are implementing modern tower signal technology to consolidate the wide and diverse range of spectrums from True and dtac. Ensuring signal quality under the Single Grid, with spectrum consolidation, has been successfully completed in the pilot projects in the South of Thailand. It has been found that the signals are approximately 2 times faster and stronger.

The switch to a "Single Grid" network is the post-merger integration initiative that combines network and infrastructure from dtac and True to deliver the best customer experience. Through this consolidation and modernization initiative, customers will experience wider and deeper coverage and faster speeds. True is integrating the infrastructure and adjusting the redundant signal towers. In doing so, the Company is creating a network with improved signal quality and coverage. Leveraging our data insights, True has delved deeply into usage details in each area and is implementing modern tower signal technology to consolidate our wide and diverse range of spectrums from True and dtac, solidifying the position as the operator with the most frequencies. By testing the areas where completed the Single Grid system, it was found that mobile internet speeds were up to 110% faster.

By 2023, 2,497 sites have already been implemented. In addition to Single Grid, True has scaled to drastically reduce energy consumption on its networks and estimate around 15-20% energy efficiency and carbon emissions reduction over the next two years.



2023 Target

- **86%** 5G Network Coverage of Population
- Acceptable System Average Interruption Duration Index (SAIDI) of less than 1.5 Hours/Consumer/Year on Average

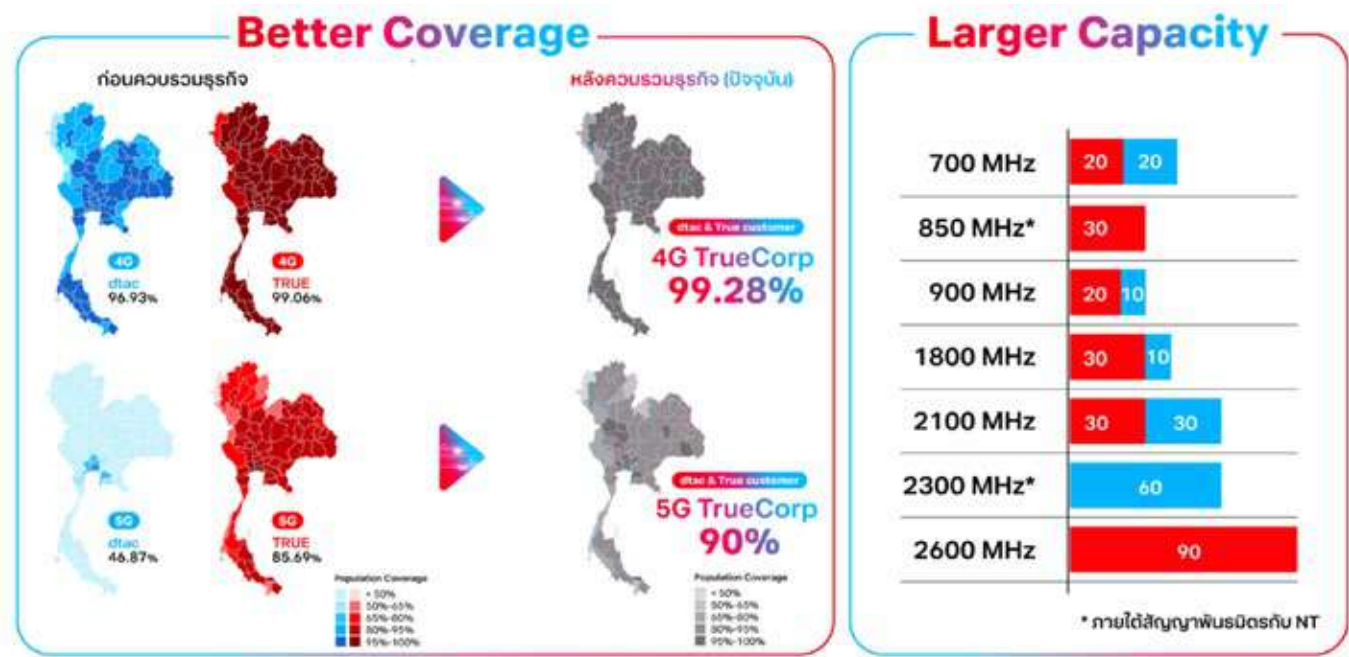


2023 Performance

- **95%** 5G Network Coverage of Population
- Acceptable System Average Interruption Duration Index (SAIDI) was 0.035 hours/consumer/year on Average. *

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

Network Coverage



Network expansion into remote areas

True continues to expand networks to cover as many areas as possible to reduce internet access inequality. We have extended the 4G and 5G signal provided by TrueMove H and broadband internet signal provided by TrueOnline to remote areas, such as high mountains, islands, borders, and major tourist destinations without cell phone signal to create, to deliver communication for all, and to distribution income in the community.

After the amalgamation, True and dtac unify their network infrastructure allowing customers to seamlessly access both networks. This significantly expands coverage, ensuring uninterrupted communication even in areas where one network might be weaker. Subscribers of True and dtac could automatically benefit from the broader coverage provided by the combined network. This results in significantly improved signal coverage.

Highlight

Spectrum Consolidation with Artificial Intelligence (AI)

As the landscape of technology rapidly transforms, with advancements in artificial intelligence (AI) and machine learning (ML). Developing cell tower networks to deliver signal quality and network availability to provide quality experience to customers. True emphasizes being a telecommunications company - leading technology in Thailand.

True is deeply committed to providing all Thais and potential customers in the region with improved connectivity and digital services that enrich lives, develop sustainable livelihoods, and create opportunities for broad-based prosperity. The Company will develop connected consumer and business services with the power to catalyze Thailand’s digital economy while also ensure Thailand can be a regional tech hub with a global impact in groundbreaking services such as telemedicine, virtual and augmented reality, intelligent vehicles, smart homes, and more.

To create the single-grid blueprint, deep analytics data, physical attributes of the tower infrastructure and the towers’ equipment were carefully evaluated. The towers that best support the customer experience were identified, as were those that can be phased out. The switch to a “Single Grid” network is the post-merger integration initiative that combines network and infrastructure from dtac and True to deliver the best customer experience. Through this consolidation and modernization initiative, customers will experience wider and deeper coverage and faster speeds. This will result in up to 30% fewer towers while increasing coverage. In doing so, we are creating a network with improved signal quality and coverage.



Single Grid Project

Ban Mae Sa, Mae Na Jhan Subdistrict, Ma Chaem District, Chiangmai

Ban Mae Sa is a small village about 220 households located at Mae Na Jhan Subdistrict. It takes about 53 Kilometer to commute from Ma Chaem District. There is about 700 people, all are Ethnic Karen or Pga Knyaw community. True expanded Network to support the community in connectivity with outside and for tourist attraction for visitors.

Ban Huay Pla Lod, Dan Mae Lamao Subdistrict, Maesod District, Tak

A small village, Lahu culture, is about 100 households located in Taksin Maharat National Park and Mouser Electronics Hilltribes Development and Welfare. The villagers hold on to the Agroforestry practice by highlighting its “Forest and People Living Together in Balance and Sufficiency”. There is a close connection between the nature and the villagers, restoring, caring for and managing natural resources enhance ecosystem and agricultural activities.

True has expanded its cell tower network to increase communication channels, education, and careers for villagers and also a community tourist attraction.

Network Availability

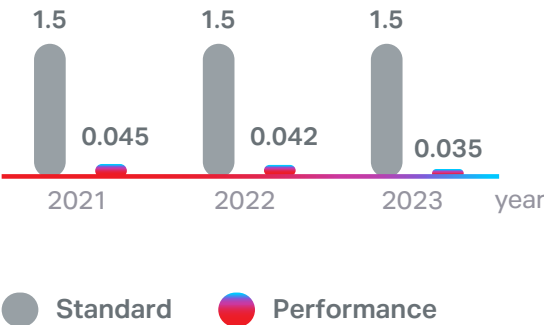
At AI Network Intelligence Center. True has implemented advanced autonomous network monitoring 24/7/365 at AI Network Intelligence Center to prevent network interruptions and reduce impact on service use. The redundancy and autonomous fiber optic routing systems work in conjunction with artificial intelligence such as anomaly detection to enable us to detect problems even before customers report them. The real-time dashboard analyzes the detected problems across the entire network and issues auto-dispatches up to 100 percent of tickets to quickly restore the network, thus keeping network disruption below the system average interruption duration index (SAIDI).



At AI Network Intelligence Center

Network Reliability

System Average Interruption Duration Index (SAIDI) : hours/consumer/year



True, Thailand's leading telecom-tech company, leverages its combined network of TrueMove H and dtac brands to deliver extensive nationwide coverage. Utilizing high-performance frequencies, True offers a reliable and robust network, consistently exceeding industry standards for availability. True remains committed to continuous improvement, striving to further minimize network disruptions year-on-year. A lower Network Reliability value indicates superior network performance and stability. This translates to minimal disruptions and network downtimes.

Guarantee service availability in all circumstances.

Due to the flood situation in many areas of the southern 2 provinces; Narathiwat and Yala which resulted in suffering of over 9,697 households, True would like to express its concern and relieve the suffering for the victims in the area by urgently looking after the telecommunication network 24 hours a day for continuous communications among families and relatives, to follow up one news and update on the situation.

Moreover, a network engineering team was sent to the affected provinces to station at telephone exchanges 24 hours a day to ensure seamless uninterrupted telecommunication services during heavy rain along with Cell on Wheels (COW) where the base-stations are down and electricity outage. At the same time, a war room was established to closely follow up on the flood situation in order to provide additional support immediately.



To station at telephone exchanges 24 hours a day to ensure seamless uninterrupted telecommunication services

During New Year Festival, we have prepared signals to accommodate mobile phone usage throughout Thailand. This year, we have utilized mobility data to identify departure and arrival travel patterns in every province and to analyze countdown activities data nationwide. Additionally, True utilizes AI technology to oversee signal quality and identify any irregularities in both mobile (COW) and broadband networks, ensuring maximum service readiness. This enables us to plan and enhance mobile phone service efficiency more effectively.



Ensuring maximum service readiness

Way Forward



The switch to a "Single Grid" network is the post-merger integration initiative that combines network and infrastructure from dtac and True to deliver the best customer experience. Through this consolidation and modernization initiative, customers will experience wider and deeper coverage and faster speeds, with an expected completion in 2025. Today, 4G coverage is already at 99% of population coverage and 5G is 90%, with a target of 97% by 2025.



Single Grid Project plan to complete with in 2025



Customer Relationship Management



2023 Target

93%

Satisfaction score measured by iCSAT



2023 Performance

95%

Satisfaction score measured by iCSAT

Customers are considered crucial stakeholders of the company because their issues and needs are pivotal in determining the company’s business direction. Apart from quality, accuracy, and value of products and services, customers now expect sustainability values, especially in services that reflect inclusivity and equality. These services must meet the diverse needs and behaviors of consumers in each generation and consider diversity in society.

Another important issue that comes with the introduction of the PDPA is customers’ growing awareness of privacy and data security concerns. This is evident from the Telenor Asia Digital Lives Decoded 2023 survey, which found that only 17% of Thais are concerned about privacy and data security, lower than the Asian regional average of 44%. The group that indicated no concern about this issue is 21%, higher than the Asian average of only 8%.

Therefore, True must prioritize maintaining relationships with customers because it significantly impacts business operations, reputation, and brand trust.

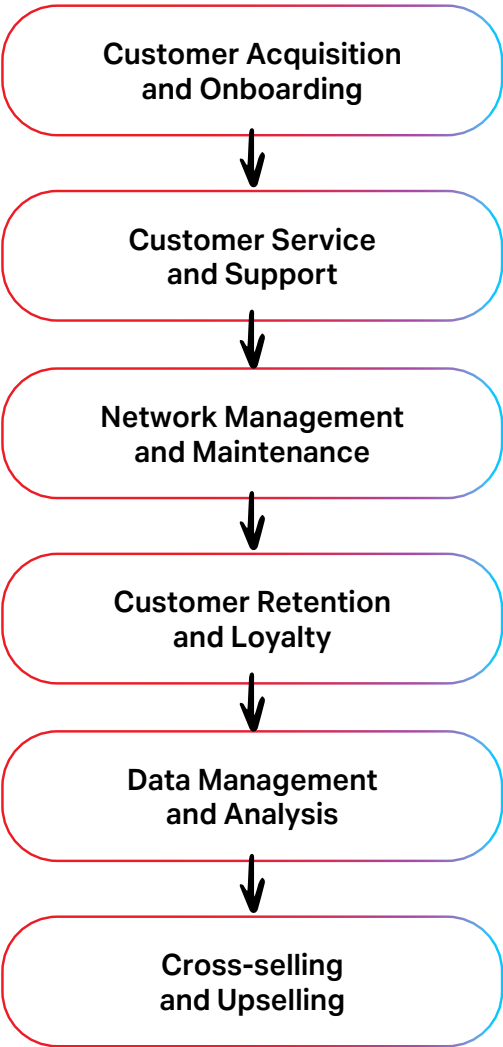
Management Approach

True employs the Customer Centric principle, or the practice of prioritizing customers at the center, as the framework for managing customer relationships. This includes designing products and services to meet customer needs, creating excellent experiences, and maximizing satisfaction in every aspect.

The Company regularly reviews work performance and customer experiences, analyzing data to develop plans and initiatives to enhance service delivery, build confidence, and create experiences that meet service standards. Progress in customer relationship management is reported to the Executive Committee on a regular basis.



Management Procedure



Digital Services

True enhances its customer service capabilities continuously to ensure efficiency, speed, convenience, and safety. This involves providing a diverse range of digital service channels to serve customers of all groups comprehensively. Customers can receive services such as purchasing products, changing packages, and conducting transactions through digital platforms 24 hours a day.



True iService and dtac app

Continuous Customer Service Improvements

True iService App

True has developed the True iService application to meet the needs of consumer behavior in the digital age, focusing on convenient and fast online transactions. The True iService application acts as a Virtual True Shop where customers can access services from anywhere, 24 hours a day, both before and after purchasing True products such as TrueMove H, True Online, and TrueVisions. Currently, there are approximately 6 million Monthly Active Users (MAU), with an annual growth rate of 12%.

In 2023, True significantly upgraded the service within the True iService application to cover security aspects and prevent cybercrime, particularly concerning SMS advertisements. This was in response to an increased number of customer complaints. True added functions that allow customers to manage SMS services that incur charges by themselves, enabling them to check and cancel services independently. Additionally, True implemented stricter monitoring of SMS content providers to proactively protect customers. They introduced link content verification and added steps for customers to confirm subscriptions before receiving content services. If customers encounter SMS advertisements that charge more than the actual service, they can report them to the hotline at 02-7008085. True will coordinate and take action against content partners who violate agreements in the future.

IVR Service and Free Self Service at Call Center

True has developed systems that allow customers to access various services by themselves through the True Call Center 1242 and dtac Call Center 1678 channels to be more convenient, fast, easy, and secure. This addresses the digital era user behavior and reduces waiting time for service, which is one of the issues identified from customer satisfaction evaluations.

In 2023, True improved the IVR (Interactive Voice Response) system, which provides service based on customer commands, to be faster and more efficient. It is integrated with Prediction Analysis customer service, which predicts customer issues and offers immediate solutions. Currently, the IVR systems at Call Centers 1242 and 1678 can accommodate a higher percentage of users, up by 10% compared to 2022.

Robotic Process Automation at Call Center

True has implemented Robotic Process Automation (RPA) to support the work of Call Center staff, making their work easier and enabling faster customer service. The automation system helps staff receive information to respond to and provide solutions to customer problems more quickly. In 2023, the RPA system reduced the average customer service time from 300 seconds to 200 seconds and reduced the company's expenses by up to 20% compared to operations in 2022.



True Call Center

Customer Data Protection

True places importance on protecting customers’ personal data by managing it in accordance with the PDPA (Personal Data Protection Act) along with leveraging technology to enhance cybersecurity standards in line with ISO 27001, as mentioned earlier. However, in terms of customer service, True has intensified its oversight, monitoring, and improvement processes as this department deals more closely with customers’ personal data than other units. The company conducts additional training to enhance proficiency in accessing data systems and awareness. Additionally, regular audits of data system access are conducted monthly as part of the internal audit plan, with results reported to the Audit Committee going forward.

After-Sales Services

True fosters relationships with customers hand in hand with continuous improvement in service delivery based on Customer Centric principles. This involves listening to and addressing the expectations of customers comprehensively, encompassing all customer groups inclusively and transparently. True maintains various communication channels with customers, including customer service centers, direct service teams, online social media, websites, email, and Call Centers 1242 and 1678. Continuous satisfaction surveys are conducted throughout the year. Additionally, various programs are implemented to build customer relationships, such as:

- **TrueYou Privilege Program:** This program manages and maintains customer relationships and satisfaction through various exclusive privileges. It includes: 1) TrueCard: Grouping customers based on monthly spending, tenure, and services to offer age-specific discounts and promotions. 2) TruePoints: Allowing customers to transfer points to others, which can be redeemed for additional services or special discounts at over 30,000 partner stores nationwide.
- **dtac Rewards:** This program aims to retain high-value customers and engage all customer groups in both postpaid and prepaid systems by providing exclusive privileges and benefits. It is divided into two formats: 1) Customer segmentation based on the duration of being a customer and average revenue per number, divided into four groups to allocate suitable privileges based on usage and lifestyle. 2) dtac Coins: Designed to attract customers to participate in activities by awarding dtac coins based on expenditure, allowing customers to accumulate coins for various benefits.

In order to increase satisfaction and service quality, in cases where customers contact for service requests after sales of all types of services, including complaints and service recommendations, the company has adjusted the service delivery times for each service request.

True Dealer And Agents Service Standards

In order to provide customers with the same standard of service across all channels, including services through sales agents or business partners, True has established service standards and operational guidelines. This includes 100% training for employees of each partner before they start working, and there is a dedicated call center for business partners to provide customer service consultation. Additionally, the company conducts inspections at every stage of operations by assessors both internally and externally in accordance with ISO 9001, ISO 14001, and ISO 45001 standards.

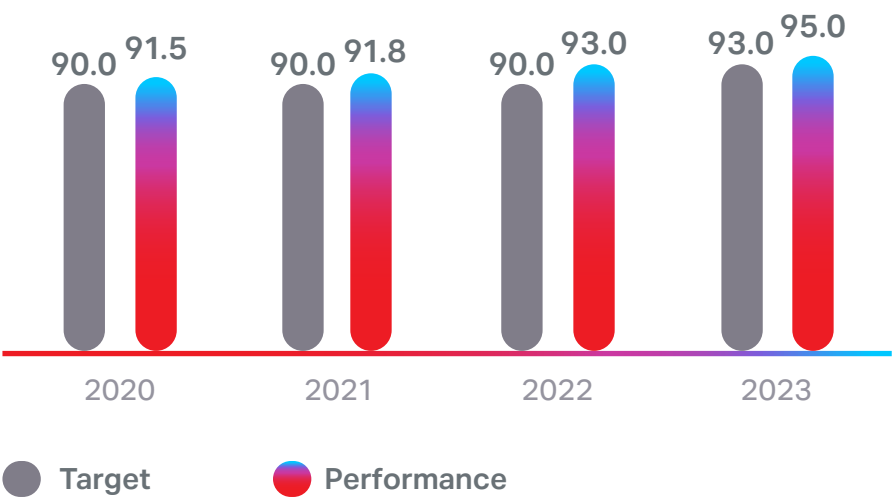
Customer Satisfaction Assessment

True continuously and regularly surveys customer satisfaction with their products and services through an online satisfaction evaluation system (iCSAT). The survey results in 2023 found that customers were highly satisfied with the service, reaching up to 95%. Most customers were satisfied with the enthusiastic service provided by staff, their ability to provide helpful advice, polite service, and efficient job follow-up. Areas where most customers wanted improvement included delays in job follow-up, long waiting times, long wait times on the phone, and some complicated work processes. The Company has taken customer suggestions into account and improved service processes, such as enhancing the IVR system to reduce wait times and travel to True service centers.



True dealers onsite audit at True Shop

Customer Satisfaction Score by iCSAT: %



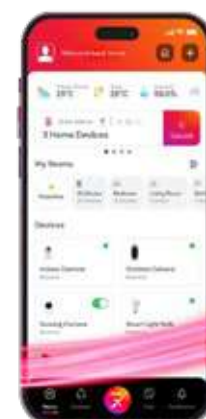
Highlight

TrueX: LifeOS Technology that integrates solutions to create value for customers in every dimension

True introduced the TrueX service in 2566, utilizing technology for smart living to elevate the quality of life for Thai people through a comprehensive digital ecosystem linking AI and cloud technologies, along with IoT devices integrated into smart 5G networks, fiber broadband, to enhance speed, accuracy, and secure user data storage.

TrueX is a customer-centric platform that covers all aspects of customer needs, including convenience, reducing travel, energy cost reduction, as well as enhancing safety, promoting health, and learning new skills for people of all ages. The services include:

- **X-Home** : Smart home assistant with IoT control via real-time smartphone commands, voice commands in Thai, and cloud services for CCTV cameras, smoke detectors, and sensors for detecting intruders, ensuring a secure lifestyle.
- **X-Health** : Online health care assistant through the MorDee app, providing 24/7 access to healthcare services with a team of over 500 expert doctors covering more than 20 specialized branches, including home medication delivery, health data storage, and insurance claims processing without upfront payment.
- **X-Learning** : Learning skills enhancement assistant with a variety of online courses on various topics such as digital skills, personal development, online marketing, language skills, technology, finance, investment, etc., on the VCourse platform accessible to everyone in the family, increasing access to knowledge and education for all Thai people equally.
- **X-Utility & Energy** : Alternative energy technology that allows customers to manage water and energy usage through an application, including design, installation, maintenance, and obtaining permits from government agencies, improving efficiency in water and energy usage.
- **X-Shopping & X-Entertainment** : Smart spending and entertainment assistants that come with discounts and special privileges, as well as endless entertainment options for everyone in the family



Way Forward



True also prioritizes the adoption of cutting-edge technology such as AI and Automation systems to enhance the provision of services, including Call Center 1424 and 1678, as well as storefront services, to increase convenience, speed, and cater to various behaviors and needs. These efforts are guided by the policy of protecting customers' privacy under PDPA guidelines and customer relationship practices under the principle of Simplification and Touch-Free.



X-Home Solutions by TrueX

Innovation Management



2023 Target

60 Innovation Projects

Patents and petty patents

Cumulative Performance 2018-2023



2023 Performance

76 Innovation Projects

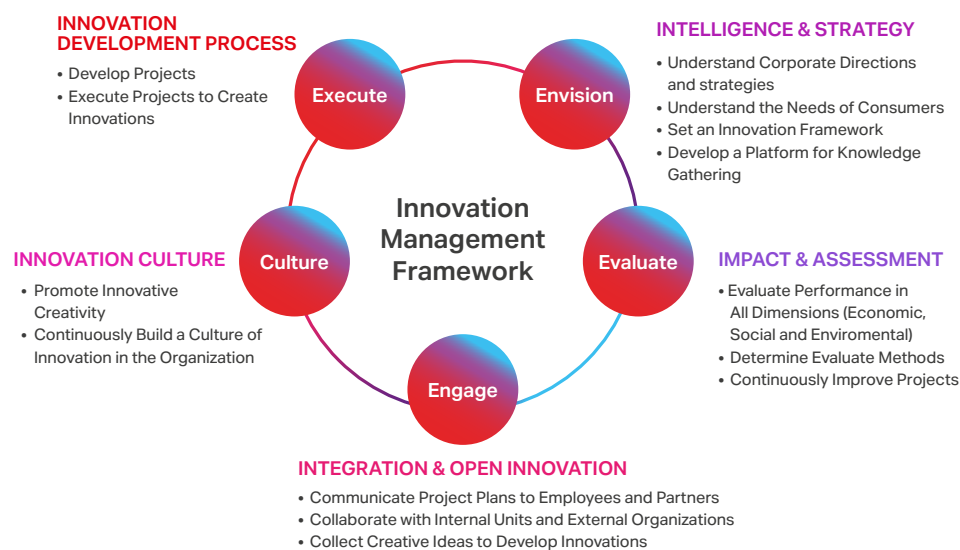
Patents and petty patents

Cumulative Performance 2018-2023

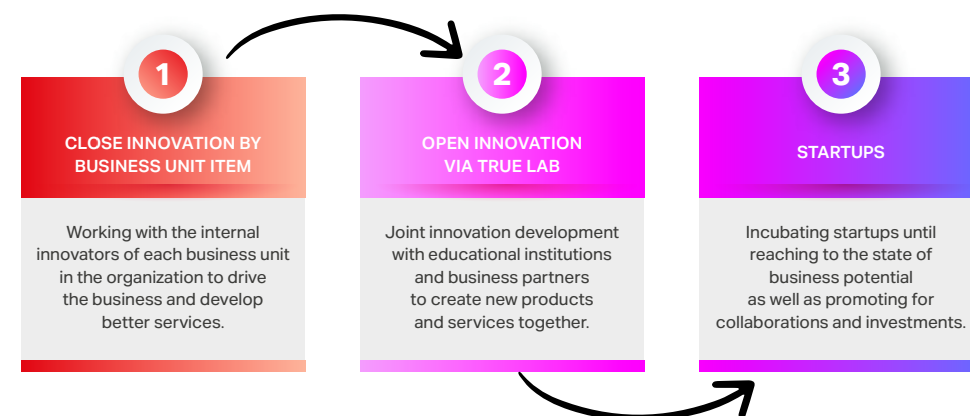
The Company focuses on bringing the potential of telecommunication technology to develop innovations in products and services to respond to the increasing needs of consumers; promote economic, social and environmental development through development and research projects; create works that focus on customer satisfaction; and deliver sustainable benefits to people in society.

Innovation Management Approach

The Company has a Corporate Governance and Sustainability Committee that supports innovation management. In addition, the Research and Innovation Working Group is responsible for advising, considering research plans, approving budgets, monitoring operations, and reporting on performance.



True creates an ecosystem to drive innovation by dividing into:



2023 Performance

CLOSED INNOVATION BY BUSINESS UNIT TEAM



*Remark:
Cumulative
performance
2018-2023

Utilizing innovation in each business unit to develop the business and services, focusing on creating new products and services that can differentiate the organization and generate revenue. With the Innovation Center serving as hubs to support and develop new innovations, there are processes for developing new products and services. In 2023, there were 5,418 accumulated innovators, 2,147 innovation works, 76 accumulated patents/licenses, and accumulated product values exceeding 10,346 million baht.

True Gigatex Mest WiFi PRO

In the past, the router equipment of True High-Speed Internet service was monopolized by the device manufacturer. For instance, a network equipment (transmitter) and a device installed at the customer's home (receiver) must come from the same manufacturer. True Engineering Team in collaboration with the Innovation Center seek ways to reduce costs while improving service quality by upgrading the transmitter and receiver devices from different manufacturers to work compatibly. This allows customers to receive higher quality products, better services, and to be able to manage costs effectively. This resulted in a cost reduction of 5,460 million baht and an revenue increase of 40 million baht per month.



True Gigatex Mest WiFi Pro

2023 Performance

Social Innovation

Autistic Application

True collaborated with the Thai Autism Foundation to develop educational applications to enhance skills and enhance physical, intellectual, and mental performance for children with autism. Besides, True actively raises awareness of the importance of providing a proper care to children with autism to bring about opportunities to grow personal development and social skills. In 2023, there were 52,148 users.

Smart robot helps treat thyroid cancer with iodine radiation

The Smart Robot assists in the treatment of thyroid cancer with iodine radiation, designed by integrating human-like qualities with Human-Tech Technology, following the concept of Humanize. These robots have colorful patterns, screens, and voices that create a friendly user experience. They enhance tactile sensations and human-like interactions, generating smiles and satisfaction for patients. They can be commanded and controlled via tablets, connected to a 5G network that supports real-time communication, ensuring maximum speed, stability, and data security. They also feature outstanding functions.



The Smart Robot

Environmental Innovation

WE GROW Application



WE GROW app records tree data, takes photos, tracks, and shares the growth of trees, both individually and those planted with organizations and various activities. It also tracks CO2 storage data to help capture carbon dioxide. The WE GROW app is a tool that supports tree planting in modern society. It also links to social networks of tree planters from partner organizations with significant roles in environmental and forestry sectors. It supports 4 languages: Thai, English, Chinese, and German. In 2023, there were 62,925 users and over 6.2 million trees planted across Thailand tracked via WE GROW. The amount of carbon dioxide captured by the planted trees reached to 332,132 tons of carbon dioxide.

Fahsai Prototype Air Purification Tower "True Digital Park"

True developed the True Digital Park to become the largest technology and startup hub in ASEAN with cutting-edge technology to enhance energy efficiency. The facility is equip with solutions to reduce pollution, and be environmentally friendly by adding green spaces and outdoor areas of over 20,000 square meters. It incorporates innovative air purification technology to clean PM2.5 particles for residents and members of the True Digital Park project and surrounding areas, with approximately 100,000 people per day and up to 120,000 cubic meters per hour at peak times, using hybrid automatic air purification technology.



Fahsai Air Purification Tower

Highlight

Mari Super Chatbot เทคโนโลยี AI (ChatGPT)

True has developed the MARI Super Chatbot by utilizing AI technology (ChatGPT) to interact with customers in natural language, closely resembling human conversation. It is efficient in providing customer service with accuracy and precision in data, covering content and post-sales services. Additionally, it can recommend new services based on user behavior, resulting in cost reduction and generating over 30 million baht in revenue for the Company.

Features of Mari Supper Chatbot

1. Help Advice
 - Sign up for a service package / recommend suitable packages for customers / change package promotions / purchase topping packages or supplementary packages.
 - Provide information on internet service coverage or other True products/ services such as TrueID TV.
2. Help Check (Mali AI comes to help check)
 - Current package in use, usage data for internet and calls/payment history, and check payment balance.
3. Help Answer
 - True shop locations search / Payment channels and request cancellation of unwanted e junk SMS for customers.
4. Help Solve
 - Report issues with services such as TrueVisions, TrueOnline by MARI AI, an innovative Double Bot, shall receive, process and coordinate with the technical teams to solve customer issues.
 - Provide basic troubleshooting for connection issues, such as distorted images or signal dropout problems from the router.
 - Provide guidance on connecting to 5G signal

2023 Performance

Open Innovation Via True Lab (External innovation)



A collaboration project between True and nine leading universities focuses on supporting research and innovation funding to develop students' potential and create an ECOSYSTEM to promote innovation and knowledge exchange in the digital future world. In 2023, there were more than 73 research projects, with examples of research projects as follows:

AUTOMATIC SPEECH RECOGNITION (ASR)

Research on voice-to-text system for utilization in search and support of automatic call center systems or communication of robotic systems in Thai language, local languages, and foreign languages.

The "True LAB Business Case Challenge x True Space" Gen Z

Gives students the opportunity to present ideas and marketing campaigns to increase customer base for True Space. Expert teams from True Space provide consultation. Out of 40 participating teams, 11 were selected for the final round, and the winning teams include 3 from Chulalongkorn University, Thammasat University, Kasetsart University, and Srinakharinwirot University.



True Lab Hackathon

STARTUPS



True Digital Park, a space for startups and tech entrepreneurs, is the largest startup ecosystem in Southeast Asia and the first of its kind in Thailand. It has an area of over 230,000 sq.m. designed with the LIVE, LEARN, WORK, AND PLAY concept as a central idea to the development of the startup and innovation ecosystem in Thailand. The facility is used by startups, entrepreneurs, large tech companies, investors, consultants, educational institutions, and government agencies shaping the future. In 2023, there were a total of 3,100 accumulated startups and 2,300 accumulated partner companies.

In addition, True has established the True Incube as a subsidiary that incubates and invests in startups with innovation and modern technology with an access to startup infrastructure and platforms to grow. In 2022, it has invested in 18 startups*.



True Digital Park



True Incube

Economic Innovations



15 million subscribers

TrueID is an application, website and TrueID TV box that have been improved to be user-friendly. It offers Extra-Tainment services and access to all services from True in various formats, whether it's payment, data storage, providing both Thai and international content services, including various benefits. Additionally, the TrueID TV box allows access to TrueVisions NOW on TV. In 2566, there were 15 million users generating revenue of over 2,497 million baht.



TrueVisions Now is a TV live streaming service with a 7-day catch-up feature, offering movies, sports events, and various entertainment options over the internet. Available on all networks, the service is accessible through the True ID app, True ID website, and True ID TV set-top box. It can be accessed on various devices including smartphones and tablets. In 2023, there were 1.4 million users.



True Vision Now

Creating Positive Social Impacts



2023 Target

200,000 Persons

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



2023 Performance

350,000 Persons

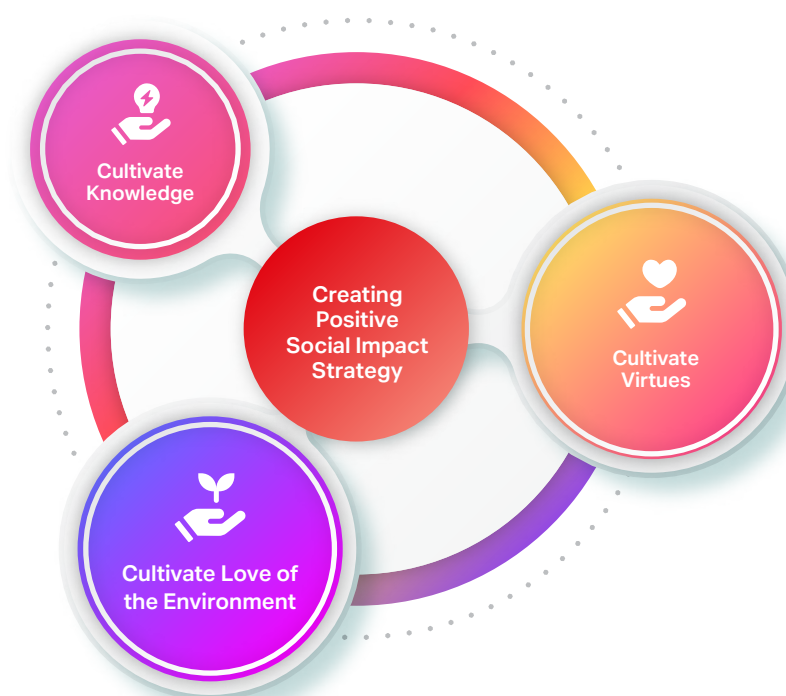
Created jobs and promoted income for farmers, small business owners, and vulnerable groups throughout the supply chain. (cumulative number)

The proportion of people with access to internet is as high as 85.3% in Thailand. This creates new lifestyles and business operation patterns. However, access to internet rate and technology adoption is radically low in vulnerable groups. True, as a leader of telecom tech company, leverages digital knowledge and resources to connect Thai people of all groups to the digital tools and to take full advantages of advanced technology.

Management Approach

The Corporate Governance and Sustainability Committee is responsible for overseeing social activities to ensure the business conduct is in parallel with holistic social development and community engagements, including preventing and reducing impacts on the environment, community, and society. This is to achieve sustainable growth together in every dimension. The strategy is to bring positive changes through three areas: cultivating knowledge, cultivating goodness, and cultivating love for the environment.

True trained 100% of all employees in sustainability online training course and conducted a survey on preferred sustainability activities, leading to the design of projects that meet employee needs.



2023 Performance

Cultivate Knowledge

19th True Young Producer Awards

Social advertising film contest on the TikTok platform with the topic 'Hold the Clinking, Click When Sure' at the secondary school and higher education levels. This is to compete for the Royal Trophy given by Her Royal Highness Princess Maha Chakri Sirindhorn. In 2023 there were more than 1,600 students and youth participating.



True Young Producer Awards

Conquer Breast Cancer

True, in collaboration with Thanyarak Breast Center, provides self-awareness about breast cancer, including developing e-learning courses on VCOURCE Platform and enhancing self-breast examination through BSE (Breast Self Examination) app. Additionally, partnerships with Rajabhat universities nationwide disseminate knowledge. By 2023, there are 31 Thanyarak Breast Center clubs nationwide, training 28,000 people.



Conquer Breast Cancer

True Youth Startup

The Company promotes cooperation with leading universities for research and innovation development as well as developing students' potential through mechanisms to support research funds and transfer knowledge to enhance skills as modern innovators and entrepreneurs. In 2023, approximately 6,075 students could be reached.



True Youth Startup

2023 Performance

Cultivate Virtues

Potential and Quality of Life Development for Autistic People Project

True has established the CP-TRUE-AUTISTIC THAI VOCATIONAL TRAINING CENTER, responsible for providing vocational skills training tailored to the capabilities of individuals with autism, enabling sustainable self-reliance and employment under Sections 33 and 35. Additionally, training is provided on using autism-friendly applications and essential basic skills, including intellectual, physical, and motor skills.

Promote the integration of autistic individuals through a community banking model to help address the issue of accessing funds to support livelihoods. Loans can be provided to members at low interest rates, strengthening the resilience and self-reliance of the autistic community. Additionally, in collaboration with the Thai Autism Foundation, we established the ARTSTORY group. This initiative utilizes art for therapy and provides employment opportunities for autistic children, enabling them to earn income, support themselves and their families, and eventually showcase their various interesting creations. This effort has gained recognition for their potential on a broader scale, expanding into the ARTSTORY Creative Hub, where the general public can participate in workshops with autistic artists. In 2023, True contributed to improving the quality of life for over 3,692 individuals, generating income for more than 20 million baht for autistic individuals and their families.



ARTSTORY Creative Hub Space

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.

Let Them See Love Project

For the past 18 years, True has continuously collaborated to promote organ and eye donations, as well as financial support for donation centers and eye banks under the Thai Red Cross Society. Currently, there are 15,543 patients awaiting organ or cornea transplants. However, in the past year, only 446 individuals donated organs. True contributed a total of 6.5 million baht to the Thai Red Cross Society through various channels last year.



Net for Living Project



Let Them See Love Project

Smart Farmer Project

True, in collaboration with the Department of Agricultural Promotion and Ruamduaychuaykan Samnuek Rakbarnkerd Foundation, has been working to promote love for one's homeland. True have initiated a project to select agri-entrepreneurs from rural areas under the concept of "Smart Agri-Entrepreneur." The Company has continuously supported this project for 15 years, aiming to honor exemplary farmers publicly and provide them with recognition and role models for the community. Additionally, we aim to empower farmers to become self-reliant. In 2023, the Project conducted roadshows to recruit farmers in Ratchaburi and Ayutthaya provinces and provided training for selected farmers to prepare for presentations in the selection round. Among the top winners, Coffee De Hmong Project from Nan province emerged as the first-place winner, with over 605 participants involved in the project.



Smart Farmer Project



2023 Performance

Cutivate Love of the Environment

Elephant Smart Early Warning

True merges the potential of communication technology and IoT systems to develop an advanced early warning system. This system includes the establishment of a wildlife monitoring center equipped with early warning systems. It collaborates with wildlife conservation officers and community representatives in various areas facing human-elephant conflict issues. The system filters and sends images of forest dwellers along with their coordinates to a Cloud Server and automatically notifies the “Kajanurak” application. Furthermore, it enhances the capabilities of wildlife surveillance cameras by installing SIM cards to record images of elephants and their movements. These images are then transmitted to a central processing system (Dashboard) via True’s network signals, allowing data collection and analysis for future prevention strategies.

The project for wildlife monitoring with an early warning system has been expanded and applied to address human-elephant conflicts in various areas, including the Kui Buri National Park in Prachuap Khiri Khan Province, and areas under the Bajrasudha Kajanurak Project, covering forested areas across five provinces in the eastern region: Chachoengsao, Chanthaburi, Rayong, Chonburi, and Sa Kaeo.

Highlight

Improving elephant detection camera abilities with A.I. technology.

Previous observations using camera traps found that they captured all types of movement beyond just wild elephants, like humans and other animals, leading to the need for large storage space on the Cloud system.

True developed the Kajanurak app to enhance it. It uses Artificial Intelligence (A.I.) to analyze and recognize the shape of wild elephants. This allows filtering only images of wild elephants with up to 98% accuracy, sending notifications with coordinates to authorities and village representatives via the app. This makes their work more efficient and reduces data storage space.



AI technology can analyze elephant shapes with higher accuracy.

The resolution of human-elephant conflicts in Kui Buri National Park is a collaboration between True, the Department of National Parks, Wildlife and Plant Conservation (DNP), and the World Wide Fund for Nature (WWF) Thailand. The system was developed since 2018 to support the tasks of wildlife conservation officers. In 2023, the system detected 1,104 instances of elephant intrusions, resulting in only four instances of crop damage, representing a damage rate of 0.39%. This system has significantly improved damage prevention compared to 2022. According to statistics, the system alerts have enabled officers to effectively order elephants back into the forest, reducing damage by nearly 100%.

In the Bajrasudha Kajanurak Project, a royal initiative of Their Majesties the King and Queen of Thailand, True has integrated technology from the elephant monitoring and early warning system project to enhance the effectiveness of wildlife officers. They have also established the “Wildlife Operation Center,” a central hub for resolving human-elephant conflict in the forest fringe areas of 5 eastern provinces. In 2023, this initiative helped mitigate conflicts, pushing elephants back into the forest, and reducing damages to both human and elephant lives by up to 719 incidents.

Wildlife And Forest Photo Contest

True, Charoen Pokphand Group, And The Ministry of Natural Resources And Environment Have Joined Forces To Instill Awareness And Promote Conservation of Natural Resources. They Invite Thai People To Appreciate The Value of Wildlife and Forests In National Parks Nationwide And Share Their Experiences Through Photography. This Initiative Has Been Ongoing For 29 Years, And In 2023, There Were 1,738 Entries In The Competition, Reflecting People’s Commitment to Nature Conservation.



Wildlife and Forest Photo Contest

Sarus Crane Conservation Project

True collaborate with partner organizations to release Thai cranes back to nature in Buriram Province. Along with encouraging farmers to change their farming style to organic farming, and utilize the Company’s digital platforms such as True Money Wallet to expand their farming product distribution channels. The project also provided training in online marketing skills, allowing farmers to earn more income from selling organic rice. In 2023, there were already more than 16 birds born in nature. The number of people who benefit from the training is 10,108 people.



Sarus Crane Conservation Project

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

This project aims to help students and youth recognize the value of nature, cultivate love and care, and collaborate in conserving local natural resources and the environment. Through Active Learning camp activities, participants will gain direct experiences from real natural educational sites in the area. Additionally, it seeks to enhance understanding and develop skills among teachers and stakeholders to empower youth to effectively conserve natural resources and the environment. A total of 5,757 youth participated in 2023.



Rakpongprai Youth Camp Project

2023 Performance

True Volunteer and Community Engagement Activities

True ASA Volunteering Project

The company supports all employees to participate in volunteer activities, opening opportunities for social engagement in various dimensions, such as conserving natural resources and the environment, promoting youth and disadvantaged groups. In 2023, there was a royal-sponsored volunteer activity called “We Do Good with Heart” where electronic waste such as old smartphones, mobile phones, accessories, and small electronic devices were collected for proper disposal. Additionally, there were volunteer caravans organized to raise awareness in surrounding communities about the proper recycling of electronic waste, aiming to collectively manage environmental impacts and reduce the amount of electronic waste buried. This led to a total of 9,443 True employees participating in volunteer activities throughout the year 2023.

Social Contribution

In 2023, True sustained societal support society through community investment, commercial initiatives, and donation.

Description	Amount (MB)
Community Investment	3.59
Commercial Initiative	60.54
Donation	7.38
Total	71.51



True ASA Volunteering Project

This led to a total of 9,443 True employees participating in volunteer activities throughout the year 2023.



A royal-sponsored volunteer activity called “We Do Good with Heart”

Community Engagement

True prioritizes maintaining good relationships with the surrounding communities. True has a team dedicated to conducting surveys, collecting feedback, understanding concerns and suggestions from the communities to improve operations and establish preventive measures to mitigate potential future impacts.

In addition, activities are organized to support the needs of the communities in various areas, such as use of digital technology training, recommending applications that promote learning, health care and quality of life improvement. For example, MorDee Application is a health care platform that allows Thai people to access health care and medical treatment online reducing travel time and risks from going to the hospital. Besides, True Plookpanya educational platform is an online education curriculum of all educational levels at no costs. In addition, True provides knowledge and understandings about electromagnetic waves from signal towers, waste segregation, reduction, reuse and recycling. In 2023, True could reach out to 5,316 people of 10 communities in the community engagement program.



Tree planting activity with the local community in Nan province.

Special packages and services for specific groups and vulnerable groups



Tanaphon Manavutiveth, Chief Marketing Officer, visiting the Northeast region, recommends specialized packages for specific groups.



Packages and services for tourists and foreigners, such as the True Tourist SIM

Package for Low-Income Individuals

True provides packages tailored for low-income individuals and various specific groups such as students, offering internet packages suitable for their needs and usage behaviors at affordable prices. Additionally, the company assists customers affected by natural disasters by extending payment periods, reducing service fees, or providing free services during disaster periods.

Packages and Services for People with Disabilities

True cares for customers in need of continuous special services to improve the quality of life for vulnerable groups. They offer tailored packages such as the Blind SIM for visually impaired individuals and the Deaf SIM for those with hearing impairments. Additionally, they develop supplementary services to provide convenience through special channels like the Chat Cell Center for individuals unable to communicate verbally or with hearing difficulties. This support ensures that users in vulnerable groups can access telecommunications and communication services on par with others in society.

Packages and Services for Foreigners

True designs packages and services for tourists and foreigners, such as the True Tourist SIM, which includes special services in case of emergencies and accident insurance packages for the duration of travel. Moreover, True provides a Call Center service available in 5 languages: Thai, English, Chinese, Burmese, and Japanese.

Activities to Empower Elderly People

True understands the importance of the elderly demographic in the digital age and aims to create a society filled with activities and products suitable for seniors. This involves focusing on designing products and services to meet the needs and lifestyle of the elderly appropriately. In 2023, True organized activities to foster relationships and to understand the problems and needs of elderly users in order to design packages and services tailored to them. These activities included:

“Smart Senior Walk Rally”: An event that provided elderly individuals the opportunity to learn digital skills through various activities, in collaboration with the Department of Older Persons. More than 800 seniors participated.

“Digital Health Roadshow”: An event that provided digital experiences, knowledge, and fun for the elderly, in collaboration with the Bangkok Metropolitan Administration, the Office of the Elderly Promotion Fund (EPF), and Happy Avenue Company Limited. It aimed to deliver knowledge and skills in using technology suitable for approximately 500 seniors.

From these activities, it was found that:

- Elderly individuals can use smartphones and various applications.
- Elderly individuals can make online payments.
- Elderly individuals have knowledge about cybersecurity.
- Elderly individuals can conveniently access health and financial services.
- Elderly individuals are happy with life in the digital age



Smart Senior Walk Rally Activity

Nationwide Community Engagement



Way Forward

Promoting digital technology knowledge to vulnerable groups, such as the autistic community, includes utilizing applications designed for autistic individuals, learning about using social media, and providing co-working spaces specifically tailored for these groups





LIVING TOGETHER

Building a Sustainable
Environment

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

Climate Change Environmental Impact Management and Biodiversity



To achieving Net Zero GHG emission by 2050



2023 Target

- Reduce Scope 1 & 2 greenhouse gas emissions by 12.6% compared to the base year 2020
- Reduce water consumption per revenue by 10.5% compared to the base year 2020
- Achieve zero e-waste to landfill



2023 Performance

- Scope 1 & 2 greenhouse gas emissions were reduced by 12.7% compared to the base year 2020.
- Water consumption per revenue was reduced by 39% compared to the base year 2020.
- Zero e-waste to landfill

Sustainable business practices that minimize environmental impact are a critical challenge that all organizations worldwide must overcome together. 5G technology drives the development of network infrastructure and increased electricity consumption to meet rapidly changing customer service demands. These present challenges for the telecommunications industry that require effective management to achieve environmental goals. A key challenge following the True-dtac amalgamate is the need to integrate historical data collection practices to achieve a comprehensive view of the combined organization's energy consumption and absolute greenhouse gas emissions. This data integration will provide a more accurate picture, potentially revealing a significant increase in energy consumption and GHG emissions. Recognizing this, True is actively planning and implementing measures to reduce greenhouse gas emissions to net zero. These efforts will focus on optimizing resource management and maximizing energy efficiency across all operations.

Management Approach

Organizational Structure

The Board of Directors oversees environmental management at the highest level. The Sustainability Division is responsible for setting environmental strategies and managing environmental performance in accordance with the Environment Policy and practices including monitoring, reviews, and reports to the the Corporate Governance and Sustainability Committee, which oversees sustainability across economic, social, and environmental dimensions on a regular basis to ensure continuous improvement and transparency.

True is committed to environmental protection and sustainability. The Company launched the Environmental Policy and guidelines practices that are aligned with international standards and best practices. This ensures that all employees and partners have clear guidelines for operating in a way that is mindful of the environment such as natural resource management, climate change, energy management, waste management, product stewardship, circular economy, ecosystem protection, and biodiversity. True is committed to complying with all applicable environmental laws and regulations.

True continuously improves its environmental management through advanced monitoring systems. The Company utilizes a resource management framework to optimize our operations, ensuring efficient use of resources and minimizing environmental impact. This framework aligns with the ISO 14001:2015 standard, demonstrating True's commitment to environmental responsibility. The Company prioritizes the important issues in environmental management such as energy management and climate change, water management, waste management, and biodiversity.

Management Framework



2023 Performance

Energy and Climate Change Management

In the face of the growing global movement towards becoming carbon-neutral organizations, True recognizes the significant challenge it presents. To address this challenge, the Company has set ambitious goals to achieve Carbon Neutrality (Scope 1 & 2) by 2030 and Net Zero greenhouse gas emissions by 2050. The Net Zero near-term goal has been validated by the Science Based Targets initiative, a leading organization that aligns corporate climate action with the Paris Agreement’s goal of limiting global warming to 1.5°C.

In addition to joining the UN Global Compact Network Thailand to declare True’s intention to reduce greenhouse gas emissions to achieve Net Zero by 2050, or no later than 2070. True has been certified as a “Climate Action Leading Organization” by the Thailand Carbon Neutral Network.

True is committed to significantly reducing its carbon footprint and has an ambition for a 42% decrease in carbon emissions from both Scope 1 and Scope 2 compared to the 2020 baseline year and also sets a 25% greenhouse gas emission reduction in Scope 3 by 2030 from the baseline year 2020. True’s strategy emphasizes energy and greenhouse gas management, alongside responsible water usage, waste management, and ecosystem and biodiversity protection, which is an important factor in driving to achieve the sustainability goals.

Energy and Greenhouse Gas Reduction Initiatives

Energy Efficiency

True prioritizes sustainable energy use throughout its operations, with a particular focus on maximizing the efficiency of electricity consumption within its cell tower network, a critical component of our business. To achieve this, we have regularly conducted audit as part of ISO14001 certification to monitor progress toward set target and leverage data analytics to identify and address energy inefficiencies. By regularly tracking energy consumption across the business, we measure the effectiveness of our reduction initiatives and inform future strategies. The company also implements training programs and communication activities to raise employee awareness and encourage energy-saving practices.

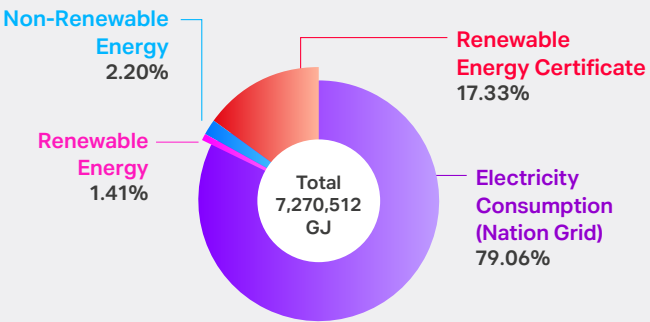
Network Modernization

To combine signal towers into a Single Grid, which is the cornerstone of efforts to consolidate the strengths of both True and dtac in terms of signal towers and spectrums. Leveraging data insights, True has delved deeply into usage details in each area combined with the use of Artificial Intelligence (AI) and Machine Learning (ML) to analyze energy consumption and as the result to achieve energy efficiency. By 2023, a total of 2,497 Single Grids with spectrum consolidation were conducted, resulting in a decrease of 9,599 MWh energy consumption, and a reduction of 4,223 tonCO2e greenhouse gas emissions.

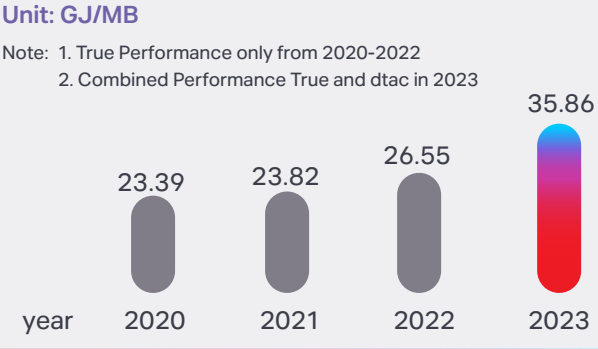
Summary of Energy Performance

Share of Energy Consumption 2023
Unit: GJ

Renewable Energy	102,397	1.41%
Non-Renewable Energy	159,947	2.20%
Renewable Energy Certificate	1,260,000	17.33%
Electricity Consumption (Nation Grid)	5,748,168	79.06%



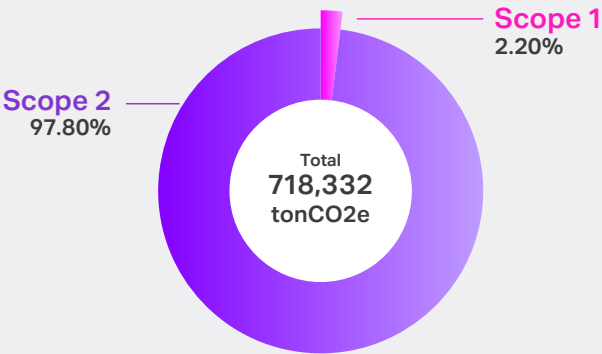
Energy Consumption per Revenue



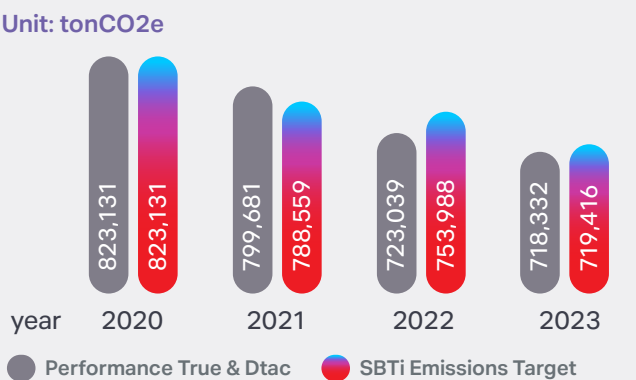
Summary of Climate Change Performance

Share of Greenhouse Gas Emission (Scope 1 & 2)
Unit : tonCO2e

Scope 1	15,778	2.20%
Scope 2	702,554	97.80%

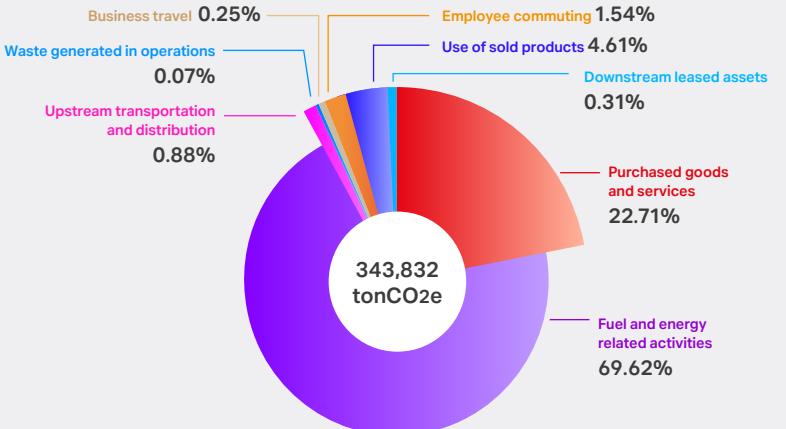


Greenhouse Gas Emission



Greenhouse Gas Emission (Scope 3)
Unit : tonCO2e

Category 1	Purchased goods and services	78,090	22.71%	
Category 2	Capital Goods	0	0.00%	
Category 3	Fuel and energy related activities	239,390	69.62%	
Category 4	Upstream transportation and distribution	3,012	0.88%	
Category 5	Waste generated in operations	250	0.07%	
Category 6	Business travel	856	0.25%	
Category 7	Employee commuting	5,298	1.54%	
Category 11	Use of sold products	15,852	4.61%	
Category 12	End-of-life treatment of sold products	1,069	0.31%	
Category 13	Downstream leased assets	15	0.00%	



Energy Efficiency Performance

True leverages data analytics and AI to monitor energy use at our cell towers. This allows for real-time detection of abnormalities, enabling us to take immediate corrective actions and optimize energy consumption. The company installed energy-saving equipment or changed some equipment at base stations and exchange nodes by changing network equipment that save more energy, closing unused network

frequencies with no impact to customers, which saved up to 29,217.93 MWh of electricity and reduced 12,855 tonCO2e of greenhouse gas emissions

Furthermore, True upgraded the air-conditioning system to a variable refrigerant volume (VRV) or variable refrigerant flow (VRF) system and changed to use the elevator regenerative drives which saved up to 137 MWh of electricity and reduced 61 tonCO2e of greenhouse gas emission.

2023 Performance

Greenhouse Gas Management

True is dedicated to balancing its commitment to reducing greenhouse gas emissions with providing high-quality cell tower networks for the customers. This approach involves actively seeking renewable energy solutions to minimize its environmental impact.



Renewable Energy Solar Cell

Clean or renewable energy is a sustainable alternative to fossil fuels. This allows it to replace fossil fuels without contributing to environmental degradation or depleting finite resources. Furthermore, switching to clean energy plays a significant role in reducing greenhouse gas emissions and in achieving emission reduction targets. The Company continued to install solar cell panels at more base stations and Mobile Switching Center (MSC). In 2023, True installed 2,596 additional solar cell base stations. In total 7,591 solar cells have been installed and 45,174 MWh generated, reducing greenhouse gas emissions by 19,876 tonCO₂e.

The Company expanded the use of renewable energy with Solar Cells at the True Digital Park office building, producing 507 MWh of energy, able to reduce greenhouse gas emissions by 224 tonCO₂e



Renewable Energy Solar Cell



Solar Cell at Office Building

Renewable Energy Certificate

Apart from implementing measures to reduce greenhouse gas emissions from corporate activities, True has also actively supported the use of renewable energy. In 2023, True purchased the renewable energy certificates (market based) to offset 350,000 MWh of electricity consumption from the Hydropower Plant of the Electricity Generating Authority of Thailand. Reducing greenhouse gas emissions by 154,000 tonCO₂e

True actively supports the carbon credit market mechanism by purchasing 1,000 tonCO₂e of carbon credits in 2023.



Innovations for GHG Emission Reduction

True embraces the hybrid work model, promoting flexibility for its employees and contributing to environmental responsibility. By utilizing video conferencing platforms like VROOM for online meetings, True helps minimize greenhouse gas emissions associated with employee travel. This approach aligns with the Company's commitment to sustainability and allows for efficient communication and collaboration across geographic locations. In 2023, employees used VROOM 10.13 million times, totaling 5.9 million hours of use.

Smart Energy Product

True encourages customers to use energy efficiently with Smart Energy Solutions for business customers, apply Internet of Things (IoT) technology and Energy Analytics Platform to be used with smart devices to track energy use, manage, and control energy consumption systematically. This comprehensive approach promotes environmental responsibility and empowers businesses to optimize their energy usage, ultimately leading to cost savings.



True empowers its customers to unlock a world of possibilities with its comprehensive suite of high-quality digital services. Designed to enhance quality of life and contribute to a sustainable future, True seamlessly integrates innovative technology into daily routines. Smart Home Solutions, allow users to manage a variety of smart devices through the convenient TrueX Application. This enables efficient energy consumption, fostering a more environmentally conscious lifestyle.

Water Management

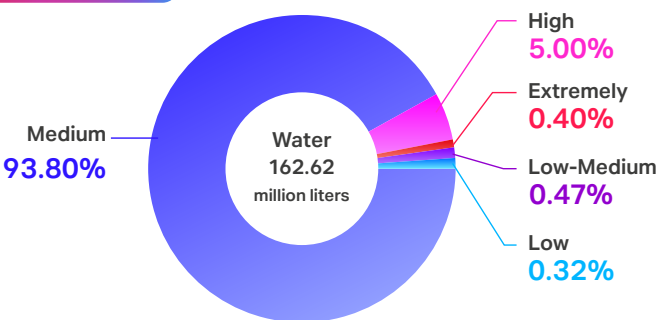
While the telecommunications industry may not be a primary water consumer, True remains committed to responsible water management considering the global water scarcity crisis. We have established an ambitious target to reduce water consumption per unit of revenue by 35 percent by 2030, compared to our 2020 baseline. Additionally, we assess water shortage risks using aqueduct tools developed by the World Resource Institute (WRI).

True actively manages water resources by implementing a comprehensive water management plan, particularly at office buildings nationwide which are a key area of water consumption. This plan includes improving water use efficiency through various measures and reused water. To empower employees and ensure their active participation, True implements training programs, internal communication, and engaging campaigns that promote water saving in accordance with the ISO 14001: 2015 standard.

Through regular water audits in each office, True identifies opportunities to improve water efficiency and implements water conservation plans. Working with a building manager to guarantee that wastewater discharged from our office buildings meets all legal requirements for treatment, ensuring its safe release into public canals without impacting nearby communities.

Water Management Performance

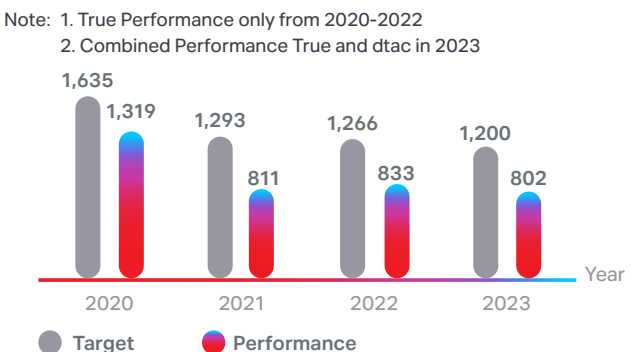
Proportion of Areas with Water Stress
Unit : Liter/MB



In 2023, we used 162.62 million liters of tap water, and it is found that 5 percent of the total amount of water consumed was from units located in high-risk areas and 0.40 percent was in extremely high areas.

Water Withdrawal per Revenue

Unit : Liter/MB



2023 Performance

After the amalgamation, True has expanded its data collection practices to gain a more comprehensive water consumption of both True and dtac in the last 4 years. This has resulted in a significant increase in the amount of water withdrawal.

Type	Unit	2020	2021	2022	2023
Water withdrawal	Mega liter	231.16	155.56	155.82	162.67

Air-Condition System Improvement

True upgraded the air-conditioning system to a variable refrigerant volume (VRV) or variable refrigerant flow (VRF) system, in which a cooling tower is air cooled instead of water cooled. In 2023, this system saved up to 2,862 cubic meters of water. To date, saved 23,825 cubic meters.

Water Recycling

True reduced water consumption by reusing treated wastewater from office buildings. This involves putting the wastewater through a filtration process called a recycling system. The recycled water is then used for non-potable applications, such as flushing toilets and watering plants, where it doesn't directly contact people. This initiative helps us conserve valuable freshwater resources and promotes efficient water usage.

ISO14001 :2015 Standard certification

True Corporation prioritizes environmental responsibility by implementing robust environmental management practices across its organization and operations. Demonstrating its commitment to international standards, True achieved ISO 14001:2015 certification for all its office buildings nationwide in 2023, following the successful business merger.

Circular Economy: Waste Management

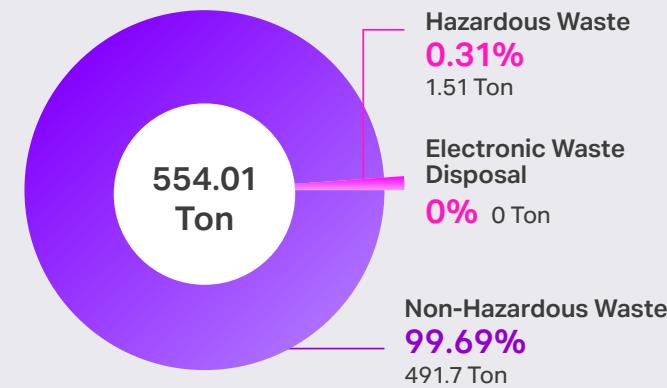
As digital technology develops and changes rapidly, traditional organizational management struggles to keep pace with dynamic competition, customer behavior, and evolving product and service demands. This necessitates a shift towards leveraging modern technologies to seamlessly integrate internal and external operations. Technology has become an inextricable part of modern life, directly or indirectly impacting individuals and businesses alike.

True, Thailand's leading telecommunications technology company, has embraced digital transformation to develop user-friendly services that enhance the customer experience. This includes ongoing advancements in their cell tower network to deliver a comprehensive 5G experience across the region. True is also actively preparing for the future by accelerating its exploration of 6G technology.

Waste Management Performance

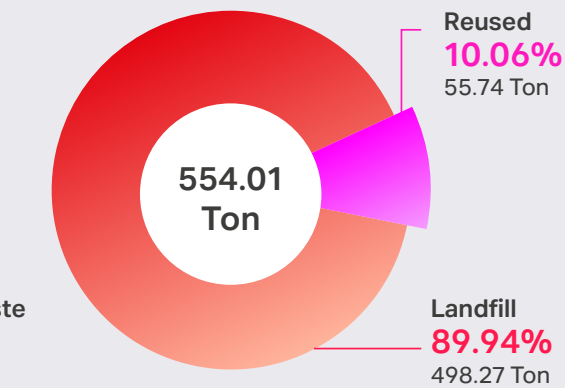
Share of Waste Generated in 2023

Unit: Ton



Share of Waste Disposal in 2023

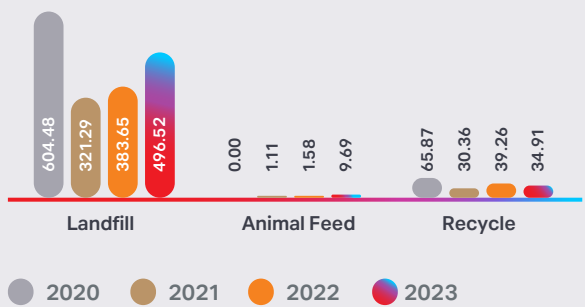
Unit: Ton



Non-Hazardous Waste disposal

Unit: Ton

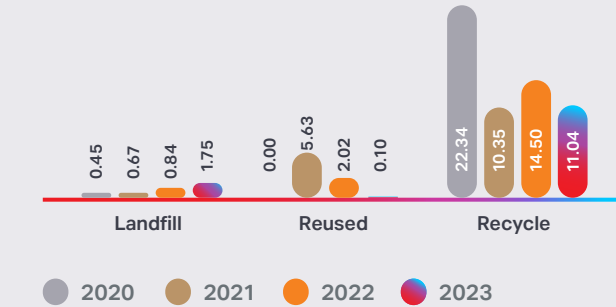
Note: 1. True Performance only from 2020-2022
2. Combined Performance True and dtac in 2023



Hazardous Waste and Electronic Waste disposal

Unit: Ton

Note: 1. True Performance only from 2020-2022
2. Combined Performance True and dtac in 2023



After the amalgamation, True has expanded its data collection practices to gain a more comprehensive understanding of its waste generate in the office of both True and dtac in the last 4 years. This has resulted in a significant increase in the amount of waste disposal.

Type	Unit	2020	2021	2022	2023
Total Waste	Metric Ton	857.82	496.47	565.62	554.01

The Company recognizes the challenge of waste generation within its operations and technology changes and actively manages waste, both general waste and electronic waste (e-waste), by implementing the principles of the circular economy and the 5Rs framework (Reduce, Reuse, Recycle, Repurpose, and Recover). This comprehensive approach aims to minimize waste disposal, maximize resource efficiency throughout the supply chain, and to achieve zero e-waste to landfill by 2030.

True consistently track waste data , including type and weight, across the organization for measuring operational efficiency and evaluating progress towards waste reduction goals. To empower employees and ensure their active participation, True implements training programs and engaging campaigns that promote awareness and proper waste separation practices.

Moreover, we have promoted separating office waste like plastic bottles, paper, and food waste, and hazardous waste like ink cartridges and chemical pens for reuse and recycling where possible. Waste that is not reusable or recyclable will be disposed of properly. The waste that cannot be used again will be disposed properly without harming the environment.



2023 Performance

Waste Management Performance

No Plastic Bags Campaign (Re-educate)

True is committed to using recycled packaging in its customer service channels, including True Shops, dtac service centers, and True Sphere locations. True uses environmentally friendly recycled paper bags instead of plastic bags and promote a positive environmental attitude among consumers. In 2023, the number of plastic bags used was reduced by 356,650.

Paperless Service (Reduce)

True is committed to bringing solutions to develop every sector to advance digital transformation for the whole country. True has eliminated all paper forms across all of True shops and dtac service centers. This shift to digital processes, powered by investing in AI, enables True and dtac shops to go 100% paperless in 2023. The Company targets 100% automation for all routine tasks by 2027. Replacing them with digital processes that are faster and better protect customers' personal data. This comprehensive approach not only streamlines operations but also reduces True's carbon footprint.



Paperless Service

True e-Bill and True e-Tax (Reduce)

In addition to reduce paper used, we continue replaced paper-based billing with e-billing and e-tax invoices (True e-Tax Invoice/e-Receipt) sent through SMS or e-mail, which reduced paper consumption by up to 255 million sheets, or about 1,278,754 kilograms and reduce 2,688 TonCo2e greenhouse gases emissions.

Say No To Plastic Bottles (Reduce)

Recognizing the negative impacts of improper waste management, including the importance of separating waste types to minimize landfill waste and mitigating the associated environmental concerns, the Company has initiated the "Say No to Plastic Bottles Campaign" to encourage employees to reduce plastic bottle consumption to zero by bringing their own glass or bottle and installing a world-class quality RO water system for employees at the True Tower. In 2023, True can reduce plastic bottles for drinking water by more than one million bottles or 18,503 kilograms.



Care the Whale Project

Reusable or Decomposable Packaging Project (Reduce)

True is dedicated to minimizing its environmental impact by reducing plastic packaging and phasing out single-use plastic options. This commitment aims to significantly decrease plastic waste and contribute to a healthier environment. We have begun by redesigning the SIM card packaging for all "Ready to Go" SIM packages, including Tourist SIMs. The new packaging utilizes paper instead of plastic, and the remaining plastic elements are biodegradable.

Easy Trade (Reuse)

A campaign to promote prolonging the life of mobile phones, True collaborated with a partner to create an Easy Trade project to allow customers to trade in their old mobile phones for a new one. This project can increase the use of old mobile phones by recycling and reusing them. It is a 100% recycled mobile phone and a worthwhile use of resources. In 2023, more than 30,000 old mobile phones were collected and reused through the project.

e-Waste TinkTookTee DTorJai Project (Recycle)

True embarks to become an organization with zero e-waste to landfill within 2030, launching an "e-Waste TinkTookTee DTorJai" project to provide the public conveniences to litter their unused smart phones, mobile phones, accessories and small electrical devices at e-waste drop-points available at 154 branches of True Shop, TrueSphere and dtac shops nationwide. It has collaborated with partners in various business fields including All Now Logistics and Total Environmental Solutions to handle logistic and recycling operations along with TrueCoffee, PAUL, Tao Bin, Sukishi Korean Charcoal Grill, NARS, Ultima II and Major Cineplex to offer "Drop for Rewards" privileges for customers who participated in the campaign.

The "e-Waste TinkTookTee DTorJai" project is a result of the two organizations' combined strength to continue and enhance e-waste management by expanding the littering points nationwide with safe and efficient e-waste logistic and standard recycle processes. Upholding the highest standards, our recycling partner maintains R2v3 and ISO 14001:2015 certifications, ensuring zero waste goes to landfill. Since the project's inception in 2012, 1,991,808 pieces of e-waste collected from customers have been recycled in accordance with international standards.



e-Waste TinkTookTee DTorJai: True collaborates with environmental conservation partners in various business.

Environmental Compliance

The implementation of the environmental management system complies with relevant laws and regulations. In addition, True has set up a process to capture to stakeholder opinions concerning the Company’s environmental management. In 2023, there were no environmental concerns and no incidents that caused significant environmental impact. However, True encourages stakeholders to voice their opinions related to the environment or other issues via True Call Center 1242 and dtac call center 1678.

Biodiversity and efforts against deforestation

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

In addition, True has joined the UN Global Compact Network Thailand to declare the intentions to support the sustainable management of biodiversity throughout the supply chain and to mitigate biodiversity loss through technology. True has adopted a biodiversity risk assessment framework to manage risks and minimize negative impacts. 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.

Biodiversity and Efforts Against Deforestation Risk and Impact Assessment



Collaboration With Stakeholders to Protect Ecosystems and Biodiversity

- Patcharasuthakachanurak Project’s elephant early warning system in Chanthaburi Province
- Thai Crane Restoration and Conservation Project in Buriram Province

Biodiversity Impact Assessment



True monitors and assesses biodiversity using the Biodiversity and Ecosystem Service Trends and Conditions Assessment Tool (BESTCAT), WWF Biodiversity Risk Filter Suite (WWF), and Integrated Biodiversity Assessment Tool (IBAT).

ENVIRONMENT POLICY

BIODIVERSITY AND ZERO DEFORESTATION ASSESSMENT

A Biodiversity Risk Assessment Framework:

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

Highlight

Efficient Use of Energy with AI Technology

True is committed to delivering the best customer experience by building a high-performance network and infrastructure which is modernized, more efficient and greener at the same time to protect the ecosystem and biodiversity.

The Single Grid Project plays an important role in reducing the impact of climate change and drastically reducing energy consumption on its networks. True estimated that the project could bring around 15-20% energy efficiency and carbon emissions reduction. True aims to reduce carbon emissions by 42% by 2030, achieved through enhanced energy consumption efficiency using AI and Machine Learning (ML), as well as the strategic utilization of Solar Powered Cell Sites at base station prototypes.

The consolidated tower footprint, modernized radio equipment and multi-band antennas will also lead to a more energy efficient infrastructure. Another benefit of the single-grid network is broader spectrum portfolio and pooling. This solidifies its position as the number one telecom-tech company in Thailand.

The more effective towers and consolidated equipment will yield operational cost savings on lease, energy, operations and maintenance. At the same time, a denser grid with more active infrastructure and a highly utilized spectrum portfolio around the country will also support capital expenses efficiencies.

Way Forward

True prioritizes delivering exceptional service to its customers, to developing a network of signal towers to provide good signal quality to cover the entire area and making the most worthwhile use of limited natural resources without harming the environment.

True demonstrates its dedication to environmental sustainability by setting an ambitious goal of achieving Net Zero by 2050 by encompassing several key strategies such as energy efficiency, clean energy transition, and leverages technological advancements to analyze signal usage patterns for strategic planning and expansion of its signal tower network.

Clean Electricity:
Expand Solar Cell
& PPA



Energy Efficiency:
"Single Grid"
Completion by 2025



Digital Transformer AI
Analytics Technology:
100% Paperless in 2024



Climate Resilience

To establish a baseline for greenhouse gas reduction efforts aligned with environmental targets, True has compiled historical emissions data from both True and dtac covering the past four years (2020-2023).

Year	Total GHG emission Scope 1 & 2 (tonCO2e)	Target GHG emission reduction	Performance
2020 (Base year)	823,131	-	-
2021	799,681	2.5%	2.8%
2022	723,039	8.4%	12.2%
2023	718,332	12.6%	12.7%

True established an ambitious short-term target to achieve a 42% reduction in carbon emissions from both Scopes 1 and 2, compared to the 2020 baseline.



Year 2024 : Target reduction 16.8%
Year 2025 : Target reduction 21%
Year 2026 : Target reduction 25.2%

True exceeded its target for expanding solar cell capacity in 2023. The company aimed to install 35 MWp of solar panels at Base Stations and Data Center, and successfully achieved 36.21 MWp. True has aimed at escalating production capacity in 2024-2026 as shown in the figure below:



Year 2024 : 40 MWP
Year 2025 : 45 MWP
Year 2026 : 49 MWP

Responsible Supply Chain Management



Driving long-term business sustainability requires collaboration from all sectors throughout the supplier chain, with suppliers being key partners in supporting and co-creating sustainability from upstream to downstream. This must be done in accordance with regulations.

Management Approach

True has a Corporate Governance and Sustainability Committee to oversee the achievement of effective supply chain management goals. Manage the procurement of goods and services in accordance with the principles of accuracy under relevant laws, rules and regulations, as well as paying attention to good governance principles. With this in mind, True has established a Business Partner Code of Conduct for suppliers to adhere to the principles of good organization management and encourage suppliers to treat their partners similarly. This is an important mechanism for efficient supply chain management.



2023 Target

100%

(SIGNIFICANT TIER-1 SUPPLIERS)
Conduct an on-site ESG audit on Significant tier-1 suppliers



2023 Performance

100%

(SIGNIFICANT TIER-1 SUPPLIERS)
of Significant Tier-1 Suppliers received an on-site audit.

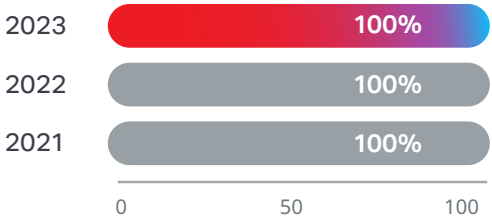


Selection of new suppliers

True sets the criteria for selecting new suppliers as follows:

1. Results of the online self-assessment on environmental, social and governance dimensions.
2. Accept adherence to the Business Partner Code of Conduct
3. Results of the country-specific, industry-specific, and product quality risk assessments.
4. Results of the business inspections.
5. Results of Country- Specific Risk, Sector-specific Risk And Commodity-specific Risk.

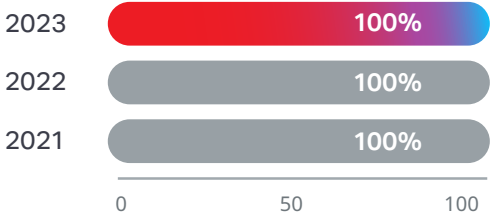
• Suppliers assessed on ESG through online supplier self-assessment system



2023 Target:

100% supplier assessed on ESG through online supplier self-assessment system

• Suppliers have received and agreed to comply with True Group Business Partner Code of Conduct



2023 Target:

100% of suppliers have received and agreed to comply with True group supplier Business Partner Code of Conduct

In addition, suppliers are required to source quality raw materials from reputable sources and refrain from accepting raw materials from sources that violate human rights or are subject to trade sanctions. This includes minerals such as tin (Sn), tantalum (Tn), tungsten (W), and gold (Au) originating from mining operations in countries with documented human rights abuses in Africa, as outlined in the organization’s guidelines.

Identification of key suppliers and at-risk partners

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

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

In 2023, the Company has 1,446 tier-1 suppliers, 46 of which are significant tier-1, 5 significant tier-1 suppliers with high risk and 11 significant non tier-1 suppliers.

2023 Performance

Supplier Training

True provides training courses to enhance knowledge for more than 46 significant suppliers, aligning with the Company’s Sustainability Policy and business objectives.

Human Rights Due Diligence (HRDD)

Encourage all significant high-risk suppliers to undergo the human rights due diligence (HRDD) to uplift their business operations. This helps the suppliers mitigate risks and to be able to identify monitoring approach, prevention and remedy in case of human rights violations. In 2023, 33% of significant high-risk suppliers completed the HRDD.



True Suppliers Day 2023: Business Partner Audit Programs

True organized an annual seminar “True Suppliers Day 2023: Business Partner Audit Programs” with key suppliers to acknowledge the Company’s Sustainability Framework and Goals.

On-site Audit by Third-party

The Company conducts an audit on Significant tier-1 Suppliers, Significant tier-1 Suppliers with High Risk, and Significant non tier-1 Suppliers. In 2023, Significant tier-1 Suppliers, Significant Tier-1 Suppliers with High Risk, and Significant non tier-1 Suppliers will be 100% audited.

The result of the on-site audits on the significant tier-1 and non tier-1 suppliers in 2023, mostly about the suppliers’ occupational health and safety of business partners measures. For example, the suppliers were not able to provide evidence of fire evacuation drills, so True requested for a corrective action by developing a plan and conducting the drill on a regular basis.

Results of Significant Suppliers On-Site Audit	Economic Impact Assessment	Social Impact Assessment	Environmental Impact Assessment
Number of suppliers assessed with substantial actual/potential negative impacts and agreed a corrective/ improvement plan	0 Suppliers	14 Suppliers	0 Suppliers
Number of suppliers supported in corrective action plan implementation	0 Companies	14 Companies	0 Companies
Number of suppliers’ contract reviews	0 Companies	0 Companies	0 Companies

Improvement and feedback after audit

- 1. Deliver audit reports and recommendations for improvements to suppliers.
- 2. Follow up on corrective actions and improvements
- 3. Provide Training and capacity building for suppliers in ESG issues
- 4. Provide communications channels for suppliers to provide feedback

To ensure that suppliers have operations according to the specified standards, if significant ESG issues are identified, an investigation will be conducted with the supplier to identify the root causes and establish corrective measures. A joint assessment will then be conducted after the corrections are made to ensure compliance with the requirements. Significant high-risk partners will undergo assessment annually, while medium and low-risk main partners will be assessed every three years.

If suppliers are unable to carry out the required improvements or adjustments as specified by the Company, their purchase orders may be considered for cancellation, or contracts may be terminated.

Way Forward



True encourages and supports its partners to develop climate strategy that aligns with the Science-Based Targets Initiative (SBTi) by providing knowledge to help them with developing and improving processes, policies to reduce greenhouse gas emissions. It also supports innovative solutions that can help reduce greenhouse gas emissions in businesses to be environmentally friendly. It facilitates knowledge and experience exchange among organizations to reduce greenhouse gas emissions, monitor progress, and assess the results of greenhouse gas emission reductions. True conducts environmentally friendly operations that have an impact on the future of businesses and society.

Healthcare, well-being and safety of contractors and subcontractors

1. Health and safety of Significant tier-1 suppliers and business partners

Enforcing the Business Partner Code of Conduct with suppliers and business partners. For example:

- Selecting and evaluating suppliers based on company criteria, including communicating safety requirements in service contracts (Prequalification).
- Annual assessment of suppliers operations' compliance through a prescribed evaluation process by the company and internationally certified standards organizations.
- Significant tier-1 suppliers with high significance present their ESG compliance results to the company's top management every three months.
- Regular on-site safety inspections to ensure compliance with safety regulations and company procedures.

2. Health and safety of subcontractors

Significant tier-1 suppliers communicate the Business Partner Code of Conduct to subcontractors, ensuring consistent work practices throughout the supply chain.

3. Responsible Sourcing

- The company ensures that procurement or importation of materials or hazardous substances complies with relevant government licenses and laws.
- The company recommends systematic data storage by suppliers, allowing backward tracing of material origins and certification.
- Anonymous channels are provided for complaints to monitor material procurement not meeting requirements.

4. Community health and safety from production pollution

- Emphasis on producers controlling and treating pollution at the source of production appropriately.
- Producers measure chemical substances in workplace air and monitor testing results to comply with legal standards, preventing pollution to communities.
- Workers are health-checked for chemical exposure risks as required by law.



100%

Contractors attended training courses related to occupational practices and safety

• Subcontractor fatalities decreased to 1 case, down from 4 in 2022.

• Overall decrease in work-related injuries.

• 100% of Significant tier-1 suppliers ESG assessments under BPM and DJSI frameworks resulted in measures to prevent and reduce impacts next year.

Work-related injuries of direct main contractors and subcontractors.	2022	2023
The number of recordable work-related injury of contractors	73	45
Rate of recordable work-related injury of contractors	5.08	2.51
The number of high-consequence work-related injury of contractors	0	0
Rate of high-consequence work-related injury of contractors	0	0
The number of fatalities from work-related injury	4	1
Rate of fatalities as a result of work-related injury of contractors	0.28	0.06
Total Employee Work Hours	14.3	17.9

Highlight

Encourage Suppliers to Use Automated Warehouse Systems

True promotes the use of technology such as Automatic Warehouse with Robot systems for inventory management, leveraging robots for handling and storing goods without the need for human drivers and ensuring precise control over operations.

Additionally, they employ a Manufacturing Execution System (MES), which is a detailed production tracking, monitoring, and reporting system. This provides a real-time understanding of production situations and enables decision-making for improving efficiency or quality. Consequently, it reduces production waste by 2%.



APPENDIX

GRI STANDARDS AND SDGs
UN SUSTAINABILITY GOALS (SDGs)
UNGC COMMUNICATION ON PROGRESS (COP) FOR THE ADVANCE LEVEL

About this Report

Objective of the Report

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

Reporting Framework

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

Reporting Scope

This report provides details on the sustainability performance of True Corporation Public Company Limited (True) for the Fiscal Year 2023 (January 1, 2023 – December 31, 2023). This report covers the performance in economic, social, and environmental dimensions and is aimed at communicating with stakeholders on the key sustainability issues of the Company’s business.

In 2023, the Company underwent significant changes in information reporting compared to the previous year due to the amalgamation of businesses effective from 1 March 2023. This involved the merger of True Corporation Public Company Limited and Total Access Communication Public Company Limited, or dtac, resulting in the establishment of a new telecom-technology company named True Corporation Public Company Limited (True). Please note that the performance database for years prior to 2023 reflects the performance of True before the business amalgamation.

Reporting Boundary

The report’s boundary encompasses companies within the True in which the Company holds more than 50%of shares and can exert operational control. These include four core businesses: mobile phones (TrueMove H and dtac), internet (TrueOnline), pay TV subscription (TrueVisions), and digital platforms and services (True Digital Group). The reporting boundary aligns with that of the financial statements in the Company’s Annual Report 2023, and additional information can be referenced from the Annual Report and Company Website.

External Assurance

The content of major indicators disclosed in this report has been verified for accuracy by an external auditor in accordance with the GRI Standard 2021. Details of the 2023 indicators that were verified can be found in the appendix of this report.



Contact Channels

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

True Corporation Public Company Limited
18 True, Ratchadapisek Road, HuaiKhwang, Bangkok
10310, Thailand

Click here:
<https://sustainability.dtac.co.th/sustainability/>

External Assurance Statement

TÜVNORD

Independent Assurance Statement

Introduction and Engagement

TRUE CORPORATION PUBLIC COMPANY LIMITED (hereafter ‘TRUE’) commissioned TÜV NORD (Thailand) Ltd. (hereafter ‘TUVN’) for Sustainability Assurance Engagement. TÜV NORD provide independent assurance on TRUE’s sustainability report, (hereinafter ‘the Report’), for the applied reporting period for the calendar year 2023. This assurance engagement was conducted against the Global Reporting Initiative Standards a limited level of assurance and AA1000 AS Version 3 Protocol (Type 2, Moderate Level). The Report covers TRUE’s Sustainability Report for the period 1st January 2023 to 31st December 2023. The desk review, verification and interviewing were conducted during February to March.2024.

Scope, Boundary and Limitations of Assurance

The scope of the assurance includes Sustainability Report indicators in the report as per the specify disclosures required by GRI. In particular, the assurance engagement includes the following:

- Verification of the Report content, principles as mentioned in the GRI Standards,
- Review of the policies, initiatives, practices, and performance described in the Report,
- Verification of the reliability of the GRI Standards Disclosure on the Environmental and Social indicators and GRI’s sector guidance - TELECOMMUNICATION SECTOR SPECIFIC INDICATORS (disclosures are tabulated below)
- Specified information was based on the materiality determination and needs to be meaningful to the intended users,
- Confirmation of the fulfilment of the GRI Standards 2021, as declared by the management of TRUE.

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

The reporting aspect boundaries are set out in the Report covering the sustainability performance of 4 mains businesses and group investment structure in line with True Corporation PLC (Company)’s Annual Report 2023.

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

Verification Methodology

This assurance engagement was planned and carried out in accordance with the GRI Standards and AA1000 AS Version 3. The Report was evaluated against the following criteria,

- Adherence to the principles of Stakeholder inclusiveness, Materiality, Responsiveness, Completeness, Neutrality, Relevance, Sustainability context, Accuracy, Reliability, Comparability, Clarity and Timeliness as prescribed in the GRI Standards and AA1000 ASSURANCE STANDARD Version 3
- Application of the principles and requirements of the Global Reporting Initiative Standards.

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

- TUVN reviewed the approach adopted by TRUE for the stakeholder engagement and materiality process. TÜVN performed limited internal stakeholder engagement to verify the qualitative statements made in the Report;
- TUVN verified the sustainability-related statements and claims made in the Report and assessed the robustness of the data management system, information flow and controls;

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- TUVN examined and reviewed the documents, data and other information made available by TRUE for the reported disclosures including the Disclosure on Management Approach and performance indicators;
- TUVN conducted interviews with key representatives including data owners and decision-makers from different functions of the Company during the verification;
- TUVN performed sample-based reviews of the mechanisms for implementing the sustainability related policies, as described in TRUE’s Sustainability Report;
- TUVN verified sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report for the reporting period;

Opportunities for Improvement

There is only observation reported to the management of TRUE and are considered in drawing our conclusions on the period Report. In any cases, it is not affected in our conclusion. The solid waste data transferring from all locations still be considered, solid waste primary data collection, sources, and documents or, as an alternative, to acquire or develop a digital solution for the same purpose of improving efficiency in data collection and elaboration.

Conclusions

The Report was prepared based on the GRI Standards Reporting Principles and Standard Disclosures ‘in accordance’ with the GRI Standards 2021. In our opinion, based on the scope of this assurance engagement, the disclosures on sustainability performance reported in the Report along with the referenced information provides a fair representation of the material aspects, related strategies, and performance indicators, and meets the general content and quality requirements of the GRI Standards 2021.

- Disclosures: TÜVN is of the opinion that the reported disclosures generally meet the GRI Standards reporting requirements for ‘in accordance’- Core reporting criteria. Organization refers to general disclosure to report contextual information about an organization while the Management Approach is discussed to report the management approach for each material topic.
- Topic Specific Standard: TÜVN is of the opinion that the reported specific disclosures for each material topic generally meet the GRI Standards reporting requirements for ‘in accordance’- Core reporting criteria.

The below material aspects were verified by the assurance team:

Material aspects	GRI Disclosure Number
Approach to stakeholder engagement	GRI 2-29
Energy consumption within the organization	GRI 302-1
Water withdrawal	GRI 303-3 (2018)
Direct (Scope 1) GHG emissions	GRI 305-1
Indirect (Scope 2) GHG emissions	GRI 305-2
Indirect (Scope 3) GHG emissions • Purchased Goods and Service (Paper and water consumption) • Waste Generate from Operation	GRI 305-3
GHG emissions intensity	GRI 305-4
Waste generated.	GRI 306-3 (2020)
Waste diverted from disposal	GRI 306-4 (2020)
Waste detected to disposal	GRI 306-5 (2020)
Average hours of training per year per employee	GRI 404-1
Percentage of employees receiving regular performance and career development reviews	GRI 404-3
Work-related injuries	GRI 403-9(2018)
Work-related ill health	GRI 403-10(2018)
Number and types of telecommunication products and services provide to and used by low- and no-income sectors of the population. Provide definitions selected (Telecommunications Sector Supplement: Providing Access)	GRI PA 5

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On the basis of the procedures we have performed, nothing has come to our attention that causes us to believe that the information subject to the Type 2 moderate level assurance engagement was not prepared, in all material topics in accordance with the GRI Standards 2021 reporting guidelines and requirements, or that the sustainability information is not reliable in specific topics, with regards to the reporting criteria.

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

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

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

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

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

TUV’s Competence and Independence

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

Ms. Numfon Sangeamruk

Lead Verifier

TÜV NORD (Thailand) Ltd.

Bangkok 10260 Thailand



Date: 29 March 2024/Place: Bangkok, Thailand Project Reference No.TUVNTRUESA.2023

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GRI Standards and SDGs Content Index

GRI 1: FOUNDATION 2021

Disclosure Name		Notes
Statement of use		True Group has reported in accordance with the GRI Standards for the period of 1 JAN - 31 DEC 2023
GRI 1 used		GRI 1: Foundation 1
Applicable GRI Sector Standards		Not currently available

GRI 2: GENERAL DISCLOSURE 2021

Disclosure		Disclosure Name	Chapter/Reference	Pages	Note /Omission
Section	#				
The organization and its reporting practices	2-1	Organizational details	About True	7	
	2-2	Entities included in the organization's sustainability reporting	About This Report	70	
	2-3	Reporting period, frequency and contact point	About This Report	70	
	2-4	Restatements of information	About This Report	70	
	2-5	External assurance	External Assurance	71	
Activities and workers	2-6	Activities, value chain and other business relationships	About True Responsible Supply Chain Management	7 66-68	
	2-7	Employees	Human Capital Development, Performance Summary	34-38, 77-84	
	2-8	Workers who are not employees	Human Capital Development, Responsible Supply Chain Management,Performance Database	34-35, 66-68, 78-85	
Governance	2-9	Governance structure and composition	Sustainability at True	9-11	
	2-10	Nomination and selection of the highest governance body			
	2-11	Chair of the highest governance body			
	2-12	Role of the highest governance body in overseeing the management of impacts			
	2-13	Delegation of responsibility for managing impacts			
	2-14	Role of the highest governance body in sustainability reporting			
	2-15	Conflicts of interest	Corporate Governance	17-20	
	2-16	Communication of critical concerns			
	2-17	Collective knowledge of the highest governance body	-		Disclosed in Annual Report
	2-18	valuation of the performance of the highest governance body	-		Disclosed in Annual Report

Disclosure		Disclosure Name	Chapter/Reference	Pages	Note /Omission
Section	#				
Governance	2-19	Remuneration policies	-	-	Disclosed in Annual Report
	2-20	Process to determine remuneration	-		Disclosed in Annual Report
	2-21	Annual total compensation ratio	Performance Summary	77-93	
Strategy, policies and practices	2-22	Statement on sustainable development strategy	Message from The Chairman, Message from CEO & DCEO, Sustainability at True, Environmental, Climate Change Management & Biodiversity	3 4 12-16 59-63	
	2-23	Policy commitments	About True, Stakeholder Engagement, Sustainability at True, Corporate Governance	7 1-11 12-16 18-21	
	2-24	Embedding policy commitments	Corporate Governance	18-21	
	2-25	Processes to remediate negative impacts	Corporate Governance	18-21	
	2-26	Mechanisms for seeking advice and raising concerns	Corporate Governance	18-21	
	2-27	Compliance with laws and regulations	Corporate Governance	18-21	
	2-28	Membership associations	Corporate Governance	18-21	
Stakeholder Engagement	2-29	Approach to stakeholder engagement	Stakeholder Engagement, Social Impact Management, Network Availability and Reliability, Customer Relationship Management, Environmental, Climate Change Management & Biodiversity	10-11, 53-57, 43-45, 46-49, 59-63	
	2-30	Collective bargaining agreements	Corporate Governance	18-21	

GRI MATERIAL TOPIC DISCLOSURE				
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GRI MATERIAL TOPIC DISCLOSURE				
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306 Effluents and Waste 2020	306-1	Waste generation and significant waste-related impacts	
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Performance Summary

Amalgamation effective on 1 March 2023

GRI Standard	Data Description		Unit	2020	2021	2022	2023
ECONOMIC							
201-1	การสร้างมูลค่าทางเศรษฐกิจโดยตรง	Direct Economic Value Generated*					
	สินทรัพย์รวม	Total assets	Million Baht	617,548	624,915	618,096	744,722
	รายได้จากการดำเนินงานทั้งหมด	Total revenue		138,212	143,655	135,076	202,856 ¹
	รายได้จากการให้บริการโทรศัพท์เคลื่อนที่และบริการอื่น	Revenue from telephone and other services		121,326	120,370	113,952	158,609
	การกระจายมูลค่าทางเศรษฐกิจ	Economic Value Distributed					
	ค่าใช้จ่ายเกี่ยวกับการพนักงาน	Staff cost	Million	12,289	11,484	10,882	14,771
	ต้นทุนในการให้บริการรวม	Total cost of providing services	Baht	81,984	81,634	82,502	117,283
	การจ่ายสำหรับผลการดำเนินงาน	Payment to Provider of Capital					
	การจ่ายเงินปันผล	Dividend payments	Million Baht	3,003	2,334	2,334	2,334
	งบกำไรขาดทุน	Consolidated Income Statement					
	กำไรสุทธิ สำหรับส่วนที่เป็นของบริษัท	Net profit (loss) to equity shareholders of the Company	Million Baht	1,048	(1,428)	(18,285)	(15,689)
	กำไรก่อนดอกเบี้ยภาษีค่าเสื่อมและค่าตัดจำหน่าย	EBITDA		52,654	57,761	52,804	85,735

Remarks: * For 2023, refer to Normalized & consolidated statement of income (loss) on pro forma basis (reclassified)
¹ For 2023, refer to Service revenue excl. interconnection (IC)

GRI Standard	Data Description		Unit	2020	2021	2022	2023
ENVIRONMENT							
302-1	ปริมาณพลังงานทั้งหมดที่ใช้	Energy consumption	GJ	3,232,317.05	3,422,512.34	3,586,836.34	7,270,511.58
	ปริมาณพลังงานที่ใช้แล้วหมดไป	Energy consumption from non-renewable fuels	GJ	145,115.81	65,164.29	2,817.70	159,946.84
	- น้ำมันดีเซล (ทุกประเภท)	- Diesel		137,901.55	61,129.49	2,817.70	72,341.80
	- น้ำมันเบนซิน (ทุกประเภท)	- Gasoline		7,214.26	4,034.80	0.00	87,605.05
	- ก๊าซธรรมชาติ	- CNG		0.00	0.00	0.00	0.00
	- เชื้อเพลิงปิโตรเลียมเหลว	- LPG		0.00	0.00	0.00	0.00
	ปริมาณพลังงานหมุนเวียน (โซลาร์เซลล์)	Energy consumption from renewable energy (Solar cells)		65,448.59	97,731.32	112,234.14	102,396.78
	ปริมาณพลังงานไฟฟ้า (ซื้อ)	Electricity consumption (purchased)		3,021,752.64	3,259,616.72	3,471,784.51	7,008,167.96
	- National Grid	- National Grid		3,021,752.64	2,539,616.72	2,517,784.51	5,748,167.96
	- Renewable Energy Certificate (REC)	- Renewable Energy Certificate (REC)		NA	720,000.00	954,000.00	1,260,000.00
302-3	การใช้พลังงานต่อรายได้	Energy Intensity	GJ per Million Baht	23.39	23.82	26.55	35.86
	การปล่อยก๊าซเรือนกระจก ขอบเขตที่ 1 และ 2 (Market-based)	Greenhouse Gas Emissions Scope 1 and Scope 2 (Market-based)	Ton of CO ₂ e	417,508	337,189	320,115	718,332
305-1	การปล่อยก๊าซเรือนกระจกทางตรง (GHG ขอบเขตที่ 1)	Total Direct GHG emissions (GHG Scope 1)	Ton of CO ₂ e	13,768.45	10,565.75	8,189.60	15,777.79
	- การเผาไหม้เชื้อเพลิง	- Fuel combustion	Ton of CO ₂ e	10,306.80	4,559.82	201.02	10,531.40
	- การรั่วไหลของสารทำความเย็น	- Fugitive Emissions		3,461.65	6,005.94	7,988.58	5,246.39
	การปล่อยก๊าซคาร์บอนไดออกไซด์จากเชื้อเพลิงชีวภาพ	Biogenic CO ₂ emissions		623.42	325.69	9.42	983.02
305-2	การปล่อยก๊าซเรือนกระจกทางอ้อม (GHG ขอบเขตที่ 2)	Indirect GHG emissions (GHG Scope 2)					
	- Base on Location-based method	- Base on Location-based method	Ton of CO ₂ e	403,739.73	419,222.93	430,115.52	856,553.86
	- Base on Market-based method	- Base on Market-based method		403,739.73	326,622.93	311,925.52	702,553.86
305-3	การปล่อยก๊าซเรือนกระจกทางอ้อม (GHG ขอบเขตที่ 3)	Total Indirect GHG emissions (GHG Scope 3)	Ton of CO ₂ e	295,299	316,191	244,594	343,832

Remarks: - 2023 Target of Non-renewable energy consumption was set at 5,967,810 GJ or 1,657,725 MWh.
- 2023 GHG emission target for Scope1&2 : 719,416 TonCO₂e (Scope1 :16,000 and Scope 2: 703,416), representing a 12.6% reduction in alignment with SBTi.
- 2023 GHG emission target for Scope 3: 445,375 TonCO₂e, representing a 7.5% reduction in alignment with SBTi.
- GHG emission baseline was 2020 (data combined of both True and dtac), of which Scope 1&2: 823,131 TonCO₂e and Scope 3: 481,486 TonCO₂e .

Combined Financial Performance of True and dtac before amalgamation during 2020 - 2023

GRI Standard	Data Description		Unit	2020	2021	2022	2023
ECONOMIC							
201-1	การสร้างมูลค่าทางเศรษฐกิจโดยตรง	Direct Economic Value Generated*	Million Baht				
	รายได้จากการดำเนินงานทั้งหมด	Total revenue		217,030	224,975	215,675	202,856
	การกระจายมูลค่าทางเศรษฐกิจ	Economic Value Distributed					
	ค่าใช้จ่ายในการดำเนินงาน	Operating cost		117,283	99,913	99,630	95,479
	ค่าใช้จ่ายเกี่ยวกับการพนักงาน	Staff cost		16,050	14,845	14,096	14,771

Remarks: dtac’s Financial Statement <https://market.sec.or.th/public/idisc/en/Viewmore/fs-norm?searchSymbol=DTAC>
Operating cost refers to Income Statement – Total Expenses
Staff cost refers to Note 25. Expenses by nature – Salaries and wages and other employee benefits

GRI Standard	Data Description		Unit	2020	2021	2022	2023
ENVIRONMENT							
305-4	การปล่อยก๊าซเรือนกระจก (Scope 1 และ Scope 2) ต่อรายได้	GHG (Scope 1 and Scope 2) Intensity	tonCO2e per Million Baht	3.02	2.35	2.37	3.54
303-3 (2018)	ปริมาณการนำน้ำมาใช้ทั้งหมด	Water withdrawal	Mega liter	182.31	116.47	119.28	162.67
	น้ำประปา (น้ำจืด: Total Dissolved Solids ≤ 1,000 mg/L)	Municipal water supply (Freshwater: Total Dissolved Solids ≤1,000 mg/L)	Mega liter	182.31	116.47	119.28	162.67
	ปริมาณการนำน้ำจากพื้นที่ที่มีความเครียดน้ำมาใช้	Total Water Withdrawal from Water Stress Areas	Mega liter	16.37	10.38	13.88	8.79
	การนำน้ำมาใช้ต่อรายได้	Water withdrawal Intensity	liter per Million Baht	1,319	811	883	802
306-3 (2020)	ปริมาณของเสียทั้งหมด	Total Waste	Metric tons	693.15	369.40	441.85	554.01
	ปริมาณของเสียไม่อันตราย	Non-Hazardous Waste	Metric tons	670.35	352.75	424.49	541.12
	- นำไปฝังกลบ (ภายนอกหน่วยงาน)	- Landfill (Offsite)		604.48	321.29	383.65	496.52
	- นำไปเผาด้วยเตาเผา (ภายนอกหน่วยงาน)	- Incineration without Energy Recovery (Offsite)		NA	0.00	0.00	0.00
	- เผาพลังงานกลับมาใช้ (ภายนอกหน่วยงาน)	- Incineration with Energy Recovery (Offsite)		NA	0.00	0.00	0.00
	- ทำปุ๋ย (ภายนอกหน่วยงาน)	- Composting (Offsite)		0.00	0.00	0.00	0.00
	- นำไปเป็นอาหารสัตว์ (ภายนอกหน่วยงาน)	- Used as animal feed (Offsite)		0.00	1.11	1.58	9.69
	- นำไปใช้ซ้ำ	- Reused		NA	0.00	0.00	0.00
	• ในพื้นที่หน่วยงาน	• Onsite		NA	0.00	0.00	0.00
	• นอกพื้นที่หน่วยงาน	• Offsite		NA	0.00	0.00	0.00
- นำกลับมาใช้ใหม่ (ภายนอกหน่วยงาน)	- Recycling (Offsite)	65.87		30.36	39.26	34.91	
306-3 (2020)	ปริมาณของเสียอันตราย และของเสียอิเล็กทรอนิกส์	Hazardous Waste and Electronic Waste	Metric tons	22.79	16.65	17.36	12.88
	- นำไปฝังกลบ (ภายนอกหน่วยงาน)	- Landfill (Offsite)	Metric tons	0.45	0.67	0.84	1.75
	- นำไปเผาด้วยเตาเผา (ภายนอกหน่วยงาน)	- Incineration without Energy Recovery (Offsite)		NA	0.00	0.00	0.00
	- เผาพลังงานกลับมาใช้ (ภายนอกหน่วยงาน)	- Incineration with Energy Recovery (Offsite)		NA	0.00	0.00	0.00
	- นำไปใช้ซ้ำ	- Reused		NA	5.63	2.02	0.10
	• ในพื้นที่หน่วยงาน	• Onsite		NA	0.00	0.00	0.00
	• นอกพื้นที่หน่วยงาน	• Offsite		NA	5.63	2.02	0.10
	- นำกลับมาใช้ใหม่ (ภายนอกหน่วยงาน)	- Recycling (Offsite)		22.34	10.35	14.50	11.04

GRI Standard	Data Description		Unit	2020	2021	2022	2023
ENVIRONMENT							
306-4 (2020)	ปริมาณของเสียทั้งหมดที่นำไปใช้ประโยชน์	Total waste diverted from disposal	Metric tons	88.21	47.44	57.35	55.74
306-5 (2020)	ปริมาณของเสียทั้งหมดที่นำไปกำจัด (ฝังกลบ)	Total waste directed to disposal (Landfill)	Metric tons	604.93	321.96	384.49	498.27
	อัตราการหมุนเวียนขยะ	Waste Diversion	%	12.73	12.84	12.98	10.06

Remarks:

- NA means not applicable or not available
- Energy consumption (GJ) is the multiple of fuel consumption with Net Calorific Value (NCV) of each fuel type. Reference: Department of Alternative Energy Development and Efficiency (DEDE). Ministry of Energy
- Total energy consumption within the organization is the total fuel consumption and total electricity consumption
- Energy consumption per revenue (energy intensity) covers all consumed of non-renewable, renewable energy and electricity purchased externally per revenue (Million Baht)
- Greenhouse gas emissions (tCO2e) are the multiple of activity data with emission factors. Reference: Intergovernmental Panel on Climate Change (IPCC) and Energy Policy and Planning Office, Ministry of Energy.
- Direct greenhouse gas emissions (Scope 1) are emissions from fuel combustion and fugitive.
- Indirect greenhouse gas emissions (Scope 2) are emissions from electricity purchased externally.
- Other Indirect greenhouse gas emissions (Scope 3) are emissions from operation that are not controlled by the organization.

* The table above shows the figures for indirect GHG emissions from data verification by external agencies, purchasing goods and services (paper and water usage), and waste management from business operations. However, there are also indirect GHG emissions from other sources, which are presented in the chapter on climate change management.

- Greenhouse gas emissions per revenue (GHG Intensity) covers all direct (Scope 1) and indirect energy (Scope2) per revenue (Million Baht)
- All water withdrawal is supplied from the municipal water. The water withdrawal in areas with water stress is assessed using the Aqueduct Water Risk Atlas developed by the World Resources Institute (WRI)
- 2023 Target of Net freshwater consumption was set at 180.30 Mega liter or 0.18030 Million m³.
- 2023 Target of Waste disposed was 534.45 Metric tons.

Combined Environment Performance of
True and dtac before amalgamation during 2020 - 2023

GRI Standard	Data Description		Unit	2020	2021	2022	2023
ENVIRONMENT							
302-1	ปริมาณพลังงานทั้งหมดที่ใช้	Energy consumption	GJ	6,199,397.98	6,827,279.49	7,722,453.69	9,081,983.44
	ปริมาณพลังงานที่ใช้แล้วหมดไป	Energy consumption from non-renewable fuels	GJ	232,428.45	134,625.68	173,789.72	424,642.59
	- น้ำมันดีเซล	- Diesel	GJ	185,714.28	101,722.91	83,142.02	72,338.27
	- น้ำมันเบนซิน (ทุกชนิด)	- Gasoline	GJ	46,714.17	32,902.77	90,647.70	352,304.32
	ปริมาณพลังงานหมุนเวียน (โซลาร์เซลล์)	Energy consumption from renewable energy (Solar cells)	GJ	65,448.59	97,731.32	112,342.14	101,172.89
	ปริมาณพลังงานไฟฟ้า (ซื้อ)	Electricity consumption (purchased)	GJ	5,901,520.94	6,594,922.49	7,436,321.83	8,556,167.96
	- National Grid	- National Grid	GJ	5,901,520.94	5,874,922.49	6,014,321.83	7,008,167.96
	- Renewable Energy Certificate (REC)	- Renewable Energy Certificate (REC)	GJ	0.00	720,000.00	1,422,000.00	1,548,000.00
303-3 (2018)	ปริมาณการนำน้ำมาใช้ทั้งหมด	Water withdrawal	Mega liter	231.16	155.56	155.82	162.67
306-3 (2020)	ปริมาณของเสียทั้งหมด	Total Waste	Metric tons	857.82	496.47	565.62	554.01

GRI Standard	Data Description		Unit	2020	2021	2022	2023
LABOR PRACTICES							
2-7 (102-8)	จำนวนพนักงานทั้งหมด	Total Employees	Person	21,704	20,618	19,996	10,660
	- พนักงาน ชาย	Male	Person	9,927	8,160	7,966	4,495
			Percent	45.74	39.58	39.84	42.17
	- พนักงาน หญิง	Female	Person	11,777	12,458	12,030	6,165
			Percent	54.26	60.42	60.16	57.83
	จำนวนพนักงานประจำ	Total permanent employees	Person	21,704	20,618	11,783	9,146
	- พนักงาน ชาย	Male	Person	9,927	8,160	5,391	4,107
			Percent	45.74	39.58	45.75	44.90
	- พนักงาน หญิง	Female	Person	11,777	12,458	6,392	5,039
			Percent	54.26	60.42	54.25	55.10
	จำนวนพนักงานชั่วคราว	Total temporary employees	Person	0	0	8,213	1,514
	- พนักงาน ชาย	Male	Person	-	-	2,575	388
			Percent	-	-	31.35	25.63
	- พนักงาน หญิง	Female	Person	-	-	5,638	1,126
			Percent	-	-	68.65	74.37
	จำนวนพนักงานไม่เต็มเวลา	Total part-time employees	Person	0	0	181	0
	- พนักงาน ชาย	Male	Person	-	-	43	-
			Percent	-	-	23.76	-
	- พนักงาน หญิง	Female	Person	-	-	138	-
			Percent	-	-	76.24	-
	จำนวนพนักงานประจำ (จำแนกตามเชื้อชาติ)	Total permanent employees (By Ethnicity)					
	- ไทย	Thai	Person	-	-	11,741	9,063
			Percent	-	-	99.64	85.02
	- เอเชีย	Asian	Person	-	-	20	71
			Percent	-	-	0.17	0.67
	- ชาวต่างชาติ	Foreigner	Person	-	-	22	12
			Percent	-	-	0.19	0.11
	จำนวนพนักงานชั่วคราว (จำแนกตามเชื้อชาติ)	Total temporary employees (By Ethnicity)					
	- ไทย	Thai	Person	-	-	8,179	1,435
			Percent	-	-	99.59	94.78
	- เอเชีย	Asian	Person	-	-	23	68
			Percent	-	-	0.28	4.49
	- ชาวต่างชาติ	Foreigner	Person	-	-	11	11
			Percent	-	-	0.13	0.73
	คณะกรรมการบริษัท	Board of Directors/ Supervisory Board	Person	16	15	15	11
	- พนักงาน ชาย	Male	Person	15	14	14	8
	- พนักงาน หญิง	Female		1	1	1	3

GRI Standard	Data Description		Unit	2020	2021	2022	2023
LABOR PRACTICES							
405-1	ความหลากหลายของพนักงาน	Employee Diversity					
	จำแนกตามระดับ	By Level					
	ผู้บริหาร ตำแหน่งผู้อำนวยการ และสูงกว่าผู้อำนวยการ	Total Management - Director and Director up Level	Person	100	108	110	12
	- พนักงาน ชาย	- Male		81	89	92	9
	- พนักงาน หญิง	- Female		19	19	18	3
	ผู้บริหาร ตำแหน่งผู้ช่วยผู้อำนวยการ และ รองผู้อำนวยการ	Total Management - Assistant Director and Deputy Director Level		748	893	925	431
	- พนักงาน ชาย	- Male		418	505	512	239
	- พนักงาน หญิง	- Female		330	388	413	192
	ผู้บริหารระดับต้น ตำแหน่งผู้จัดการ	Junior Management - Manager Level		2,111	2,327	2,383	701
	- พนักงาน ชาย	- Male		1,080	1,177	1,207	358
	- พนักงาน หญิง	- Female		1,031	1,150	1,176	343
	ระดับพนักงานปฏิบัติการ	Operation Level		18,745	17,290	16,578	10,226
	- พนักงาน ชาย	- Male		8,348	6,389	6,155	4,256
	- พนักงาน หญิง	- Female		10,397	10,901	10,423	5,970
	จำแนกตามเพศ	By Gender					
	ผู้บริหารสายงานที่เป็นเพศหญิง	Women in all management positions	Person	1,380	1,557	1,607	535
			Percent	46.64	46.78	47.02	47.03
	ผู้บริหารสายงานระดับสูงที่เป็นเพศหญิง	Women in top management positions	Person	349	407	431	192
			Percent	41.16	40.66	41.64	43.34
	ผู้บริหารสายงานระดับต้นที่เป็นเพศหญิง	Women in junior management positions	Person	1,031	1,150	1,176	343
			Percent	48.84	49.42	49.35	48.93
	ตำแหน่งพนักงานระดับปฏิบัติ หญิง	Women in workforce (Operation)	Person	10,397	10,901	10,423	5,970
			Percent	55.47	63.05	62.87	58.38
	จำนวนพนักงานทั้งหมดแยกตามเชื้อชาติ	Workforce Breakdown by Ethnicity					
	- ไทย	Thai	Percent	98.22	99.83	99.61	98.48%
	- เอเชีย	Asian		0.79	0.05	0.22	1.30%
	- ชาวต่างชาติ	Foreigner		0.99	0.12	0.17	0.22%
	จำนวนผู้บริหารแยกตามเชื้อชาติ*	Management Breakdown by Ethnicity*					
	- ไทย	* Thai	Percent	-	96.18	98.7	94.24
	- เอเชีย	Asian		-	2.35	0.2	4.15
	- ชาวต่างชาติ	Foreigner		-	1.47	1.1	1.61

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

GRI Standard	Data Description		Unit	2020	2021	2022	2023
LABOR PRACTICES							
405-1	จำแนกตามช่วงอายุ	By Age					
	< 30 ปี	< 30 years	Person	8,137	8,235	7,405	1,734
	- พนักงาน ชาย	- Male		3,492	2,844	2,590	590
	- พนักงาน หญิง	- Female		4,645	5,391	4,815	1,144
	30-50 ปี	30-50 years		12,408	11,238	11,233	7,947
	- พนักงาน ชาย	- Male		5,799	4,748	4,704	3,428
	- พนักงาน หญิง	- Female		6,609	6,490	6,529	4,519
	> 50 ปี	> 50 years		1,159	1,145	1,358	979
	- พนักงาน ชาย	- Male		636	568	672	477
	- พนักงาน หญิง	- Female		523	577	686	502
	ความหลากหลายอื่นๆ (จำนวนพนักงานที่เป็นผู้พิการ)	Other Diversity (Employees with disabilities)	Person	129	126	112	38
	- พนักงาน ชาย	Male	Person	83	92	84	22
	- พนักงาน หญิง	Female		46	34	28	16
	ค่าตอบแทนเท่าเทียม	Equal Remuneration					
	สัดส่วนเงินเดือนมูลฐานและค่าตอบแทนเพศหญิง/ชาย	Ratio of basic salary and remuneration of women to men	Ratio (Average female Salary divided by Average Male Salary)				
	- ผู้บริหารระดับสูง (เงินเดือนมูลฐาน)	- Executive level (Base salary only)		0.93	0.93	0.99	0.94
	- ผู้บริหารระดับสูง (เงินเดือนมูลฐานและค่าตอบแทนอื่นๆ)	- Executive level (Base salary only + other cash incentives)		0.95	1.00	0.99	0.94
	- ระดับผู้บริหาร (เงินเดือนมูลฐาน)	- Management level (Base salary only)		0.97	0.94	0.93	0.99
	- ระดับผู้บริหาร (เงินเดือนมูลฐานและค่าตอบแทนอื่นๆ)	- Management level (Base salary + other cash incentives)		0.97	0.95	0.93	1.04
- ไม่ใช่ระดับผู้บริหาร (เงินเดือนมูลฐาน)	- Non-management level (Base salary only)	0.92		0.83	0.98	0.90	

GRI Standard	Data Description		Unit	2020	2021	2022	2023
LABOR PRACTICES							
401-1	การว่าจ้างพนักงาน	Recruitment					
	ค่าใช้จ่ายสรรหาพนักงานโดยเฉลี่ยเทียบกับพนักงานประจำทั้งหมด	Average hiring cost / FTE		34,327	36,691	34,826	49,678
	การจ้างงานใหม่	New Hires		8,492	14,257	15,036	1,945
	การโอนย้ายตำแหน่งภายใน	Open positions filled by internal candidates		39.13	69.15	75.20	21.27
				439	622	587	250
				47.98	32.65	32.38	50.61
	จำแนกตามเพศ	By gender					
	- พนักงาน ชาย	- Male		3,454	4,788	4,945	558
				34.79	58.68	91.73	13.59
	- พนักงาน หญิง	- Female		5,038	9,469	10,091	1,387
				42.78	76.01	157.87	27.53
	จำแนกตามอายุ	By age					
	- น้อยกว่า 30	< 30 years		6,111	10,117	11,114	1,269
				75.10	122.85	150.09	73.18
	- 30 - 50 ปี	30-50 years		2,346	4,059	3,849	660
				18.91	36.12	34.27	8.31
	- มากกว่า 50 ปี	>50 years		35	81	73	16
				3.02	7.07	5.38	1.63
	การลาออกจากงาน (พนักงานประจำ)	Turnover (permanent)					
	จำนวนการลาออก	Employee turnover		984	976	1,222	548
				4.53	4.73	6.10	5.99
	จำแนกตามเพศ	By gender					
	- พนักงาน ชาย	Male		471	442	619	252
				4.74	5.42	7.77	6.14
	- พนักงาน หญิง	Female		513	534	603	296
				4.36	4.29	5.01	5.87
	จำแนกตามอายุ	By age					
	- น้อยกว่า 30	< 30 years		305	563	460	47
				3.75	6.84	6.21	2.71
	- 30 - 50 ปี	30-50 years		582	396	710	223
				4.69	3.52	6.32	2.81
	- มากกว่า 50 ปี	>50 years		97	14	52	278
				8.37	1.22	3.83	28.40
อัตราการลาออกจากงานของพนักงานโดยสมัครใจ	Voluntary employee turnover rate		3.72	4.67	5.25	2.35	

GRI Standard	Data Description		Unit	2020	2021	2022	2023
LABOR PRACTICES							
2-29 (102-43)	การสำรวจความผูกพันของพนักงาน	Employee Engagement Survey					Target: 73%
	ความผูกพันและความพึงพอใจของพนักงานทั้งหมด	Total Employee engagement and satisfaction rate	Percent	71.1	72.3	73.5	74.7
	- พนักงานชาย	- Male	Percent	71.8	72.5	74.1	74.1
	- พนักงานหญิง	- Female		71.4	72.2	76.5	75.1
	จำแนกตามกลุ่มอายุ	By age group	Percent				
	< 25 ปี	< 25 years		70.0	70.3	78.7	76.7
	25-34 ปี	25-34 years		70.0	70.4	76.2	73.2
	35-44 ปี	35-44 years		71.0	73.0	74.6	74.2
	45-54 ปี	45-54 years		73.0	76.0	75.1	78.6
	> 55 ปี	> 50 years		80.0	78.5	72.5	82.1
	ร้อยละของพนักงานที่เข้าร่วมการสำรวจผูกพันของพนักงาน	Employees participating in employee engagement and satisfaction survey		97	97.2	89.4	98
404-3	การประเมินผลการปฏิบัติงานพนักงาน	Individual Performance Appraisal					
	การใช้เป้าหมายที่สามารถวัดได้ และที่ได้รับการตกลงร่วมกันกับผู้บังคับบัญชา/ หัวหน้างาน (ร้อยละของพนักงานทั้งหมด)	Systematic use of agreed measurable targets by line superior (% of all employees)	Percent	100	100	100	100
	การประเมินผลการปฏิบัติงานพนักงานจากหลายมิติ (ร้อยละของพนักงานทั้งหมด)	Multidimensional performance appraisal (% of all employees)		100	100	100	100
	การเปรียบเทียบและการจัดลำดับพนักงานภายในหมวดหมู่เดียวกันอย่างเป็นระบบ (ร้อยละของพนักงานทั้งหมด)	Formal comparative ranking of employees within one employee category (% of all employees)		100	100	100	100
2-30 (102-41)	เสรีภาพในการสมาคม/ข้อตกลงการเจรจาต่อรอง	Freedom of Association / Collective Bargaining Agreements					
	% ของพนักงาน ที่อยู่ในข้อตกลงการเจรจาต่อรองร่วม ผ่านคณะกรรมการสวัสดิการของทรู	% of employees covered by collective bargaining agreements through True Welfare Committee		100	100	100	100

GRI Standard	Data Description		Unit	2020	2021	2022	2023
LABOR PRACTICES							
404-1	การฝึกอบรมพนักงาน	Training & Development					
	จำนวนชั่วโมงโดยเฉลี่ยของการฝึกอบรมต่อปีต่อพนักงานหนึ่งคน	Average hours per FTE on training and development	Hours/ Person	24.65	37.74	35.15	46.5
	จำแนกตามระดับ	By Level					
	- ผู้บริหาร	- Executive Level	Hours/ Person	41.45	63.44	38.69	30.33
	- พนักงานทั่วไป	- Staff Level		20.92	37.55	29.83	45.7
	จำแนกตามเพศ	By Gender					
	- พนักงาน ชาย	- Male	Hours/ Person	26.82	41.55	31.04	46.74
	- พนักงาน หญิง	- Female		19.88	33.97	28.42	46.33
	จำแนกตามกลุ่มอายุ	By Group Age					
	< 30 ปี	< 30 years	Hours/ Person	17.45	31.15	28.29	22.78
	30-50 ปี	30-50 years		25.08	40.24	30.86	49.18
	> 50 ปี	> 50 years		29.67	54.31	24.16	72.25
	จำแนกตามเชื้อชาติ	By Ethnicity					
	- ไทย	- Thai	Hours/ Person	98.22	99.83	29.70	46.42
	- เอเชีย	- Asian		0.79	0.05	1.70	17.60
	- ชาวต่างชาติ	- Foreigner		0.99	0.12	4.40	13.24
	ความหลากหลายอื่นๆ (จำนวนพนักงานที่เป็นผู้พิการ)	Other Diversity (Employees with disabilities)					
	- พนักงาน ชาย	Male	Hours/ Person	83	9.1	1.72	65.33
	- พนักงาน หญิง	Female		46	6.17	5.86	44.46
	พนักงานเข้าร่วมอบรมหลักสูตรความยั่งยืน	Employee attending sustainability courses					
	% พนักงานเข้าร่วมอบรมหลักสูตรความยั่งยืน	% Employee attending sustainability courses	Target	100	100	100	100
			Percent	100	100	100	100
	% พนักงานเข้าร่วมอบรมหลักสูตรหลักธรรมาภิบาลและต่อต้านการคอร์รัปชัน	% Employee attending Code of Conduct & Anti-corruption courses	Target	-	-	-	100
			Percent	-	-	-	100

GRI Standard	Data Description		Unit	2020	2021	2022	2023
LABOR PRACTICES							
404-2	จำนวนพนักงานที่ผ่านการฝึกอบรมเพิ่มทักษะและความก้าวหน้าของพนักงานในสายอาชีพ	Number of employees attended programs for upgrading employee skills and transition assistance programs (Career Development)	Person	2,247	1,509	1,515	2,223
	พนักงานหญิงในตำแหน่งที่เกี่ยวข้องกับ Science Technology Engineering and Mathematics (STEM)	Woman in STEM-related positions	Target	35	35	35	35
			Percent	36	38	49	38
	พนักงานหญิงในระดับผู้บริหารที่อยู่ในหน่วยงานสร้างรายได้	Woman in management positions in revenue-generating functions	Target	50	50	50	50
			Percent	56	57	67	56
	ผลตอบแทนจากการลงทุนในทรัพยากรบุคคล	Human Capital Return on Investment (HCROI)	Times	5.28	6.02	5.85	6.79
401-3	การใช้สิทธิลาคลอด/ลาเลี้ยงดูบุตร	Parental Leave					
	จำนวนพนักงานที่ใช้สิทธิลาคลอด/ลาเลี้ยงดูบุตร	Number of employees taking parental leave	Person	620	490	821	248
	- ชาย	- Male	Person	230	0	304	78
	- หญิง	- Female		390	490	517	170
	จำนวนพนักงานที่กลับมาปฏิบัติงานหลังจากใช้สิทธิลาคลอด/ลาเลี้ยงดูบุตร	Number of employees returning to work after parental leave	Person	539	407	682	215
	- ชาย	- Male	Person	211	0	276	78
	- หญิง	- Female		328	407	406	137
	จำนวนพนักงานที่กลับมาปฏิบัติงานหลังจากใช้สิทธิลาคลอด/ลาเลี้ยงดูบุตร และยังทำงานต่อหลังจากนั้นอีก 1 ปี	Number of employees returning to work after parental leave who are still employed for the next 12 months	Person	539	407	682	27
	- ชาย	-Male	Person	211	0	276	14
	- หญิง	-Female		328	407	406	13
	อัตราพนักงานกลับมาทำงานหลังใช้สิทธิลาคลอด/ลาเลี้ยงดูบุตร	Employees returned to work after parental leave (retention rate)	Percent	100	83	83	87

Remarks: - NA = not available
- * Number of permanent & temporary employees

GRI Standard	Data Description		Unit	2020	2021	2022	2023
OCCUPATIONAL HEALTH & SAFETY							
403-9 2018 (a)	พนักงาน	Employees					
	จำนวนพนักงานที่เสียชีวิตเนื่องจากอุบัติเหตุ (ในงาน)	The number of fatalities from work-related injury	Person	2	0	0	0
	- ชาย	- Male		2	0	0	0
	- หญิง	- Female		0	0	0	0
	อัตราการเสียชีวิตจากอุบัติเหตุจากการทำงาน	Rate of fatalities from work-related injury	No. per million man-hours	0.05	0.00	0.00	0.00
	- ชาย	- Male		0.098	0.000	0.000	0.000
	- หญิง	-Female		0.000	0.000	0.000	0.000
	จำนวนผู้บาดเจ็บรุนแรงจากการทำงาน	The number of high-consequence work-related injury	Person	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	อัตราการบาดเจ็บรุนแรงจากการทำงาน	Rate of high-consequence work-related injury	No. per million man-hours	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	จำนวนผู้บาดเจ็บจากการทำงานทั้งหมด	The number of recordable work-related injury	Person	12	9	0	0
	- ชาย	- Male		12	9	0	0
	- หญิง	- Female		0	0	0	0
	อัตราการบาดเจ็บจากการทำงานทั้งหมด	Rate of recordable work-related injury	No. per million man-hours	0.30	0.20	0.00	0.00
	- ชาย	- Male		0.59	0.47	0.00	0.00
	- หญิง	- Female		0.00	0.00	0.00	0.00
	จำนวนชั่วโมงทำงานทั้งหมด	Total Employee Work Hours	Hours	40,543,215	45,799,292	36,175,051	27,320,138
- ชาย	- Male	20,471,480		19,316,349	13,480,674	11,674,065	
- หญิง	- Female	20,071,735		26,482,943	22,694,378	15,646,073	

GRI Standard	Data Description		Unit	2020	2021	2022	2023
OCCUPATIONAL HEALTH & SAFETY							
403-10 2018 (a)	พนักงาน	Employees					
	จำนวนพนักงานผู้เสียชีวิตจากโรคที่เกิดจากการทำงาน	The number of fatalities as a result of work-related ill health of employees	Person	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	จำนวนพนักงานผู้เจ็บป่วยจากการทำงาน	The number of cases of recordable work-related ill health of employees	Person	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	อัตราความรุนแรงจากอุบัติเหตุการทำงาน ของพนักงาน	Injuries Severity Rate (ISR) base 1,000,000 hrs. of employee	Days per million man-hours	3.97	10.04	0.00	0.00
	อัตราการขาดงาน	Absentee Rate	Percent	3.97	0.50	1.29	0.74
	- ชาย	- Male		0.66	0.45	1.28	0.59
	- หญิง	- Female		0.53	0.54	1.30	0.86
	ผู้รับเหมา	Contractors					
	จำนวนผู้รับเหมาที่เสียชีวิตเนื่องจากอุบัติเหตุ (ในงาน)	The number of fatalities from work-related injury	Person	0	1	4	1
	- ชาย	- Male		0	1	4	1
	- หญิง	- Female		0	0	0	0
403-9 2018 (b)	อัตราการเสียชีวิตจากอุบัติเหตุจากการทำงานของผู้รับเหมา	Rate of fatalities as a result of work-related injury of contractors	No. per million man-hours	0.00	0.19	0.28	0.06
	- ชาย	- Male		0.00	0.22	0.37	0.14
	- หญิง	- Female		0.00	0.00	0.00	0.00
	จำนวนผู้รับเหมาที่บาดเจ็บรุนแรงจากการทำงาน	The number of high-consequence work-related injury of contractors	Person	2	0	0	0
	- ชาย	- Male		2	0	0	0
	- หญิง	- Female		0	0	0	0
	อัตราการบาดเจ็บรุนแรงจากการทำงานของผู้รับเหมา	Rate of high-consequence work-related injury of contractors	No. per million man-hours	0.05	0.00	0.00	0.00
	- ชาย	- Male		0.06	0.00	0.00	0.00
	- หญิง	- Female		0.00	0.00	0.00	0.00

GRI Standard	Data Description		Unit	2020	2021	2022	2023
OCCUPATIONAL HEALTH & SAFETY							
403-9 2018 (b)	ผู้รับเหมา	Contractors					
	จำนวนผู้บาดเจ็บจากการทำงานทั้งหมด ของผู้รับเหมา (การบาดเจ็บจากการทำงานที่ส่งผลให้เกิดการเสียชีวิต, การขาดงาน, การย้ายงาน, การรักษาพยาบาลที่มากกว่าการปฐมพยาบาลเบื้องต้น หรือการขาดสติสัมปชัญญะ (รวมการเสียชีวิต)	The number of recordable work-related injury of contractors	Person	3	9	73	45
	- ชาย	- Male		3	9	73	45
	- หญิง	- Female		0	0	0	0
	อัตราการบาดเจ็บจากการทำงานทั้งหมด ของผู้รับเหมา	Rate of recordable work-related injury of contractors	No. per million man-hours	0.08	1.70	5.08	2.51
	- ชาย	- Male		0.08	1.96	6.73	6.22
	- หญิง	- Female		0.00	0.00	0.00	0.00
	จำนวนวันที่ขาดงาน	Total lost days	Day	NA	NA	1,632	899
	จำนวนชั่วโมงทำงานทั้งหมด	Total Employee Work Hours	Hours	36,416,952	5,291,096	14,359,894	17,916,648
	- ชาย	- Male	Hours	36,092,992	4,593,056	10,844,159	7,234,653
	- หญิง	- Female		323,960	698,040	3,515,735	10,681,995
403-1 2016	นโยบายและการฝึกอบรมด้านความปลอดภัยและอาชีวอนามัย	Health and Safety Framework and Training					
	ความครอบคลุมของกรอบการบริหารจัดการด้านความปลอดภัยและอาชีวอนามัย	Coverage of health and safety management framework	Person	82	92	11	62
	ความครอบคลุมในการฝึกอบรมด้านความเสี่ยง ความปลอดภัย และอาชีวอนามัย และการป้องกัน	Coverage of OHS health risks/ prevention training		1,720	12,890	5,217	11,619
	ความครอบคลุมในการฝึกอบรมหรือมาตรการต่างๆ ที่ส่งเสริมสุขภาพและความเป็นอยู่ของพนักงาน	Coverage of special training and/or measures to foster employees' health and well-being		82,776	127,000	169,296	18,928

GRI Standard	Data Description		Unit	2020	2021	2022	2023
OCCUPATIONAL HEALTH & SAFETY							
2-26 (102-17)	การร้องเรียนผ่านช่องทาง	Whistle Blower Grievance					
	อีเมล	E-mail: auditcommittee@truecorp.co.th	Number	0	0	0	0
	จดหมาย	Letter		2	0	0	0
	การเข้าร่วมสหภาพโดยสมัครใจ	Freedom of Association					
	% ของพนักงาน ที่อยู่ในข้อตกลงการเจรจาต่อรองร่วม ผ่านคณะกรรมการสวัสดิการของทรู	% of employees covered by collective bargaining agreements through True Welfare Committee	Percent	100	100	100	100
	กรณีที่มีการปรึกษาหารือ/การเจรจา กับสหภาพแรงงาน เรื่องการเปลี่ยนแปลงภายในองค์กร	Number of consultations/negotiations with trade unions over organizational changes		0	0	0	0

Remarks:

- NA = not available
- High-consequence work-related injuries rate (excluding fatalities) = number of work-related injury that results in an injury which the worker cannot be expected to recover fully to pre-injury health status within 6 months during the reporting period x 1,000,000 work hours/total hours worked of the reporting period
- Recordable work-related injuries rate = number of occupational injuries resulting in fatality, lost time, job transfer, medical care beyond first aids, or unconsciousness (including fatality) during the reporting period (including non lost-time, medical care beyond first aids, lost time, disability, and fatality) x 1,000,000 work hours/total hours worked of the reporting period
- ISR = Number of lost working day x 1,000,000hrs/(5 working day x 8hrs x 52weeks x Total Employee), 2023 Target: 0



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