true
together

TRUE CORPORATION PUBLIC COMPANY LIMITED

SUSTAINABILITY REPORT 2025

A GLOBAL LEADER IN SUSTAINABILITY
TOGETHER FOR A SUSTAINABLE FUTURE



S&P Global
Top 1%
Corporate Sustainability Assessment (CSA) 2025 Score

CDP A List 2025
"A" RATING

FTSE4Good
NO.1
INDUSTRY ESG RATING

Bloomberg
"LEADING" LEVEL
ESG SCORE

MSCI
"A" RATING

"5 STARS"
CG RATING

true

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GRI 2-22

MESSAGE FROM CHAIRMAN OF THE BOARD OF DIRECTORS

Year 2025 marks another year of global multifaceted challenges, from geopolitical uncertainties to the escalating climate crisis. In this context, technology is no longer just a tool but has become a "pivotal force" in shaping the long-term direction of our economy, society, and environment.

At True Corporation, we firmly believe that **"Technology deployed responsibly is the heartbeat of a balanced and sustainable world."** This conviction drives our steadfast commitment to sustainability, as we transition from a telecommunications leader to a full-fledged **"Sustainable AI-First Telco-Tech"** company.

True aims to be more than just a communication provider; we strive to be a **"Trusted Partner"** in driving Thailand toward a sustainable digital era. We are harnessing **AI as the primary engine** to propel economic growth while maintaining ecological balance, ensuring we deliver a better world for future generations. Our 2025 sustainability strategy focuses on achieving concrete results across all key dimensions as follows:

Environmental Dimension: Towards a Greener World with AI We look beyond reducing greenhouse gas emissions; we leverage technology for **Intelligent Energy Management**. Through our **"Decarbonization with AI"** approach, we deploy AI to analyze and optimize energy consumption across our base stations and data centers. This strategy ensures highly efficient emission reductions as we advance toward our goals of achieving **Carbon Neutrality by 2030** and reaching **Net Zero greenhouse gas emissions by 2050.**

Social Dimension: Bridging Inequality through Lifelong Learning : We believe that true growth must leave no one behind. **AI for Education:** True leverages the power of AI and our digital network to expand educational opportunities and reduce inequality, ensuring Thai children have equitable access to world-class knowledge sources.

Human-Centric AI: We do not use AI to replace people; rather, we use it to **"Upskill & Reskill"** our workforce with future-ready skills, empowering our employees to perform more creative and high-impact work. **Digital Inclusion:** We continue to expand our network coverage to remote areas, ensuring all segments of the population have comprehensive access to the digital economy.

Governance Dimension: Transparency under AI Ethics: Trust is the bedrock of long-term growth. True prioritizes a **Responsible AI Framework** and was among the first organizations to implement a rigorous **AI Governance** policy. This ensures our algorithms are unbiased, transparent, and fully respect user privacy rights.

True has maintained its position as a sustainability leader, ranked in the **Top 1% of the S&P Global Corporate Sustainability Assessment (CSA)** for the eighth consecutive year. This reflects our excellence across all **ESG** dimensions. Furthermore, we maintain a **Leadership Level (A-list)** rating for climate change disclosure and management from the **Carbon Disclosure Project (CDP)** and hold a **"Leading" ESG rating from Bloomberg,** all of which confirm our international standards of operation and transparency.

As a cornerstone of the nation's technology and digital infrastructure, we recognize our vital role in driving the economy while maintaining a social and environmental balance. Our **"One Network"** serves as the foundation for enhancing network efficiency, customer experience, and national resource optimization.

I pledge that True will move forward with integrity and transparency. We will harness the power of technology and AI to create tangible value for our customers, society, and the environment-delivering a sustainable and equitable future for everyone.



Suphachai Chearavanont
Chairman of the Board



GRI 2-22

MESSAGE FROM GROUP CEO

The input we received from you as our stakeholders guides us in defining our sustainability strategy and execution based on what really matters to you.

According to the annual stakeholder assessment, **Data Privacy and Responsible AI, Responsible Supply Chain Management, and Cyber-security** have been identified as the 3 most critical sustainability concerns expressed by investors, customers, employees, and other stakeholder groups. One key word we hear is **'Trust'.**

We believe our digital society is entering a new era of trust-driven leadership. As technology continues to evolve and influence every aspect of our operations, it becomes essential for us to prioritize transparency, responsibility, and integrity in all actions and decisions. We have long embraced the power of AI enabling our new growth, efficiency, and operational excellence governed by the **responsible AI framework.** We strictly adhere to its 3 principles: **Privacy by Design;** ensuring data protection and compliance, **Fairness and Inclusivity;** minimizing bias and ensuring equitable access to AI benefits with transparency, and **Accountability;** building trust through responsible and explainable AI systems.

We leverage advanced technology and expertise to responsibly address both environmental and social impacts generated through our supply chain management. The AI-powered **Green Energy Network Intelligence** system manages our nationwide network, enabling real-time energy management, automated self-healing, and predictive maintenance. Our network services also provide cyber-security protection to safeguard all mobile and broadband customers from fraudulent SMS'es and calls.

On top of that, we partner with leading global cyber-security experts to enable our customers with a breadth of practical anti-scamming solutions. We were able to detect and keep our customers alerted of 7.5 million suspected scamming contacts a day throughout last year.

We invest in both our employees and digital workforces to create a future-ready organization and support Thailand's digital development. Our social mission has been defined to equip our employees and Thai citizens with digital and AI skills essential for the next phase of digital growth and opportunities through **True Plookpanya** and **True Digital Academy,** our long-standing and well-recognized education programs, in strategic collaborations with global tech partners.

To benchmark ourselves and learn from various best practices from other companies in the same industry and others, True joined the annual **S&P Global Corporate Sustainability Assessment (CSA)** and other global sustainability standard assessments. True has been ranked in **the Top 1% globally in the telecom sector of DJSI** Sustainability for the 8th consecutive year and No.1 in the **FTSE4Good ESG scoring 2025.** This encourages and drives us to continue exploring opportunities to accelerate existing programs and enter new areas where we can also make significant ESG impacts.

I am pleased to share our progress and achievements in this 2025 Sustainability Report outlining our work to transform the way we operate responsibly while continuously delivering value not only to our customers, business partners, employees and shareholders, but also to society in general. Thank you for your ongoing trust and support.



Sigve Brekke
Group CEO

SUSTAINABILITY PERFORMANCE HIGHLIGHTS 2025

ECONOMIC

Service revenues excl. interconnection (IC)

164,819 Million Baht

Total revenues

195,669 Million Baht

EBITDA **105,206** Million Baht

Salary, wages, and employees' benefits

8,424 Million Baht

Payment to government: income tax

2,160 Million Baht

Funding for activities benefiting society

106 Million Baht

CUSTOMER BASE

Mobile Subscribers	TrueOnline Subscribers	Pay TV Subscribers
47.5 million	**3.3** million	**1.1** million

LIVING RIGHT

Corporate Governance 'Excellent" Score (5-Star)
Assessed by the Thai Institution of Directors

91%
Employees have received training in digital skills

100%
of Business periodically conduct Human Rights Due Diligence

100%
Data leak protection

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

LIVING WELL

406,719 persons
received skills training for income generation opportunities.

94%
5G network for population coverage nationwide

125 of innovations
or interventions granted and filed

1,042 persons
Number of True innovators

98%
Excellent CSAT customer services satisfaction score

LIVING TOGETHER

28.4%
Reduction of Greenhouse gas emissions intensity, compared to the base year 2020

10,764 sites
No. of accumulated base stations and Mobile Switching Center (MSC) with solar cell installations

61.7%
Water withdrawal intensity was reduced (compared to the base year 2020)

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

54.5%
Significant suppliers conducted human rights due diligence

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

2025 AWARDS AND RECOGNITIONS

GOVERNANCE LIVING RIGHT

S&P Global Top 1% Corporate Sustainability Assessment (CSA) 2025 Score



- Corporate Sustainability Assessment (CSA) 2025 Score by S&P Global: The Company achieved an overall score of 95/100, ranking in the Top 1% of the telecommunications industry for 8th consecutive years, and has been included in the Dow Jones Best-in-Class Index for the 9th consecutive year

FTSE4Good

- FTSE Russell ESG Score of 4.8 out of 5 for 2025, the highest within the telecommunications sector: The Company has also been included in the FTSE4Good Index Series for the ninth consecutive year

- Excellent (5-starCorporate Governance Scoring In 2025 from the Thai Directors Association (IOD)

MSCI

- 'A' ESG rating for 2025 by MSCI, an improvement from a BBB rating in the previous year

Bloomberg

- Bloomberg ESG 'Leading' level in the global telecommunications sector (Dec 2025)

TIS 9999 (มอก. 9999) แนวทางเศรษฐกิจพอเพียง ภาคอุตสาหกรรม

20 May 2025
TIS 9999 Certification from the ISO Certification Institute, recognizing its implementation of the four dimensions of the Sufficiency Economy approach: People, Economy, Society, and Environment

SOCIAL LIVING WELL



9 April 2025
Thailand's Most Admired Brand 2025 in the IT and Digital Products category – Internet Service Provider group, awarded by BrandAge, for the 11th consecutive year



22 July 2025
No.1 Brand Thailand 2025 in the Home Internet category by Marketeer, marking the 11th consecutive year of achievement



10 September 2025
The Best Contact Center Awards 2025 in both the Corporate and Individual categories, awarded by the Thai Contact Center Trade Association (TCCTA), for the 9th consecutive year



2 October 2025
National Innovation Award 2025 in the Social and Environmental Innovation category for the True CyberSafe initiative, awarded by the National Innovation Agency under the Ministry of Higher Education, Science, Research and Innovation



18 November 2025
Brand of the Year at the World Branding Awards 2025–2026 for TrueOnline, recognized by the World Branding Forum (WBF), for the 9th consecutive year



25 November 2025
Sustainability Disclosure Award – Recognition Level by the Thaipat Institute, for the 6th consecutive year



4 December 2025
Honorary Recognition Plaque for Supporting the Employment of Persons with Disabilities, awarded by the Ministry of Social Development and Human Security, for the 3rd consecutive year

ENVIRONMENT LIVING TOGETHER

Climate CDP A List 2025

A-List Climate Change Disclosure Score for 2025 by CDP: The Company received an A rating, placing it among the 4% of organizations worldwide that achieved this level

SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

THE NET ZERO STANDARD APPROVED NET-ZERO TARGETS

SBTI-validated greenhouse gas emissions reduction targets: near-term (2030) and Net Zero (2050), based on 2020 baseline.

ISO 14001:2015 Certification for environmental management systems across all buildings (100%)

ABOUT TRUE

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

November 1990: the Company was founded under the name Telecom Asia Corporation Limited, with its headquarters in Bangkok.

December 1993: it became a public company and was listed on the Stock Exchange of Thailand in under the name Telecom Asia Corporation Public Company Limited, with the stock symbol "TA."

April 2004: the Company underwent a major rebranding under the "True" brand and changed its name to True Corporation Public Company Limited, with the stock symbol "TRUE." It has been in business for over 35 years.

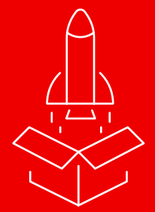
March 2023: True Corporation Public Company Limited and Total Access Communication Public Company Limited (dtac) amalgamated into a new company, True Corporation Public Company Limited, marking the expansion of the telecommunications business into a fully-fledged technology company.

True Values 4C Culture

- Compassion
- Credibility
- Co-creation
- Courage

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.

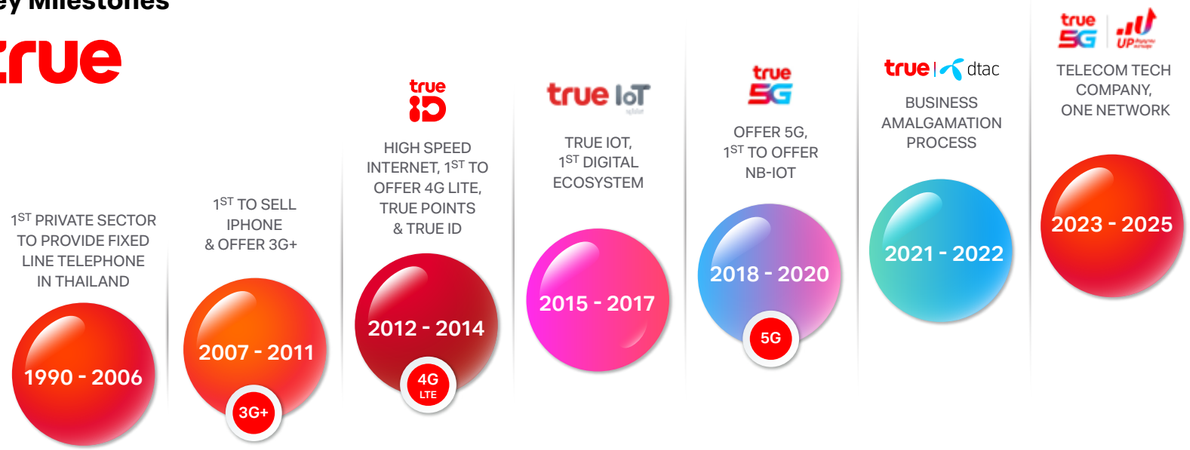


Mission

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



Key Milestones



True Value's Chain

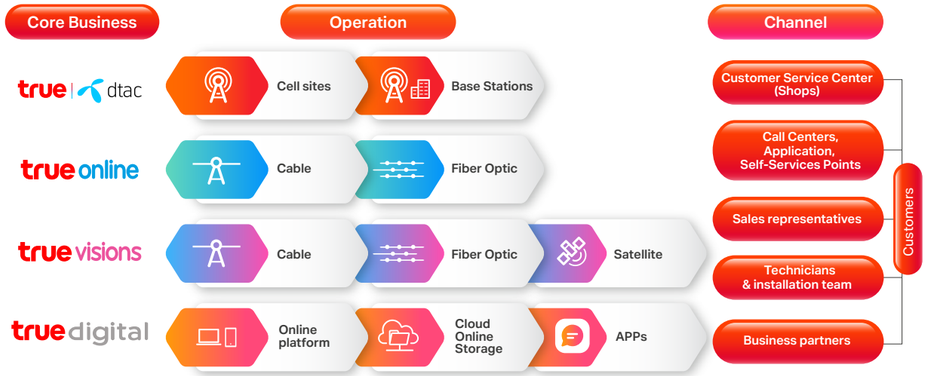
True operates its businesses to meet the needs of customers and various stakeholder groups, laying the foundation for the development of new innovations in Thai society across economic, environmental, and digital social dimensions. The Company's operations cover the entire value chain and are categorized into four core business groups as follows:

True Mobile: 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 HD service

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



SUSTAINABILITY AT TRUE

Sustainability is not an 'option' but a critical condition for the 'survival of businesses.' In today's world, having a clear sustainability strategy not only helps reduce reputation, legal, and operational risks, but also creates opportunities to attract quality talent, strengthen investor confidence, and enhance competitiveness in global markets. All of this is tied to effective management of Environmental, Social, and Governance (ESG) issues

Management Approach

Sustainability Policy

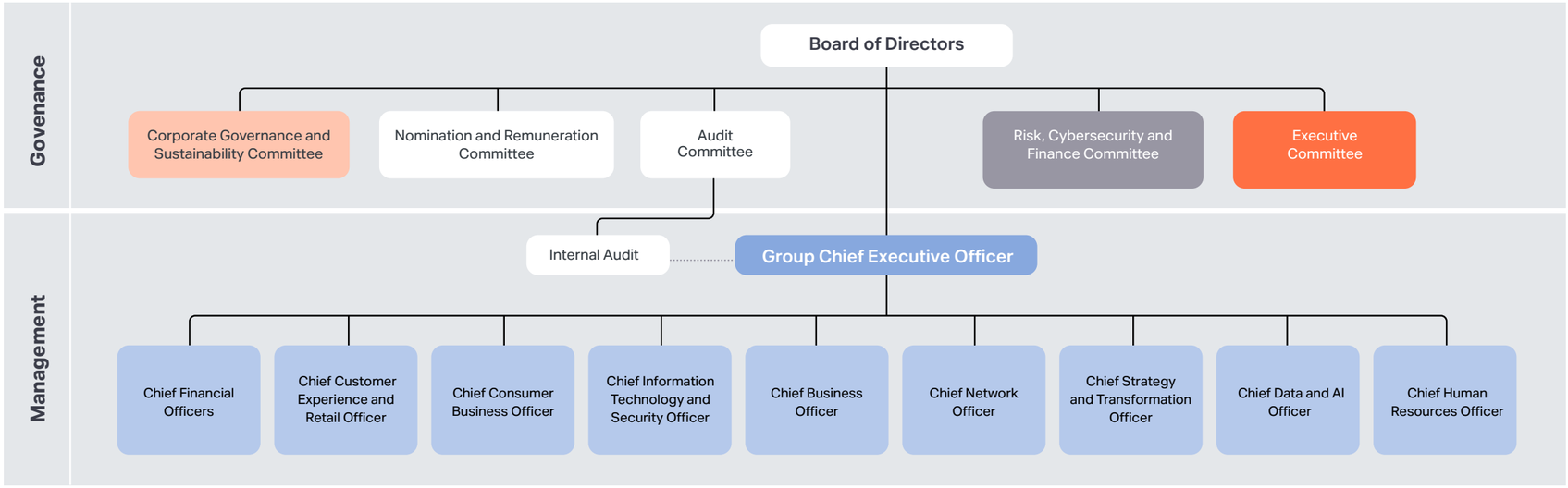
The Company operates its business with sustainability as the **"core"** of building a stable and value-driven future, aiming to create positive impacts on the economy, society, and the environment, and to achieve the Company's vision and mission in line with its sustainability policy. The key elements are as follows:

- **Scope** – Covers the Company's entire business operations, including business partners, suppliers, and joint ventures, to enable development throughout the value chain.
- **Stakeholder Management** – Conducted in accordance with international standards, with established communication channels to listen to feedback, concerns, and expectations, which are used to improve and enhance the Company's processes.
- **Material Sustainability Issues** – Includes guidelines for assessing, identifying, and prioritizing material issues that are important to internal and external stakeholders, in alignment with international standards.

Sustainability Management Structure

The Company has established the **Sustainability and Environmental Management System Committee,** chaired by the Chief Sustainability Officer, to monitor and ensure that operations align with the Company's sustainability goals. The Chief Sustainability Officer* reports directly to the Group CEO and is responsible for effective driving the Company's sustainability and environmental initiatives.

This Committee reports to the **Corporate Governance and Sustainability Committee** (board level), which oversees performance through regular quarterly review meetings and provides ongoing recommendations. In addition, reports are presented to the Company's **Board of Directors**, the highest governing body, on an annual basis and as necessary.



Management on Material ESG Issues



SUSTAINABILITY STRATEGY

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

true

Committed to being a leader in Thailand's telecommunications technology, enhancing the quality of life for Thai people sustainably, and driving the business to the forefront of the global digital economy

- Sufficiency Economy Philosophy
- Quality Management Systems
- The 10 Principles of UNGC
  17 UN Sustainability Goals & UNGP
- Rules, Regulations, and Standards

Business Strategies

- Integrated Digital Household Leadership
- Trusted Solution Partner and Growth Enabler
- Future-Ready Backbone

14 Sustainability Strategies

LIVING RIGHT
Operating Business with Sustainability-oriented Mindset

1. Corporate Governance
2. Human Rights & Labor Practices
3. Inequality Reduction & Education
4. Leadership & Human Capital Development
5. Cybersecurity & Data Privacy

LIVING WELL
Building a Sustainable Society

6. Health & Well-Being
7. Social Impact & Economic Contribution
8. Innovation & Technology
9. Stakeholder Engagement
10. Network Availability

LIVING TOGETHER
Building a Sustainable Environment

11. Climate Resilience
12. Circular Economy
13. Water Stewardship
14. Responsible Supply Chain

TRUE SUSTAINABILITY GOALS 2030

The Company has established long-term targets toward 2030 across 14 material topics to advance its position as a global sustainability leader in the technology and telecommunications industry, aligned with the **17 UN Sustainable Development Goals (SDGs)**.

Of these, True places primary emphasis on nine SDGs - **Goals 3, 4, 8, 9, 10, 12, 13, 16 and 17** - which are directly relevant to its core business operations and represent key areas that align with True's sustainability priorities. Details are presented in the table below.

LIVING RIGHT

1. CORPORATE GOVERNANCE

5 ★★★★★ Excellent rating received from the CGR assessment by the IOD

2. HUMAN RIGHTS AND LABOR PRACTICES

100% conduct human rights due diligence in own business and significant high-risk tier-1 suppliers

3. INEQUALITY REDUCTION AND EDUCATION

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

4. LEADERSHIP & HUMAN CAPITAL DEVELOPMENT

100% employees participating in digital reskilling and upskilling

5. CYBERSECURITY AND DATA PRIVACY

100% of significant businesses certified on global standard of data security and privacy

LIVING WELL

6. HEALTH & WELL-BEING

25% of revenue from new products and service empowering health, well-being, and digital society

7. SOCIAL IMPACT & ECONOMIC CONTRIBUTION

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

8. INNOVATION & TECHNOLOGY

200 Patents and petty patents of innovations or interventions granted and filed

9. STAKEHOLDER ENGAGEMENT

88% engagement score of multi-stakeholder perception survey

10. NETWORK AVAILABILITY

95% 5G network coverage of population throughout the nation

LIVING TOGETHER

11. CLIMATE RESILIENCE

Carbon Neutral by 2030 **Net Zero by 2050** carbon emissions of organization's operations (Scope 1 & 2)

12. CIRCULAR ECONOMY

ZERO E-Waste to Landfill zero-landfill of e-waste from business operations and from consumer voluntarily joining campaigns

13. WATER STEWARDSHIP

45% reduction in water intensity compared to the 2020 baseline

14. RESPONSIBLE SUPPLY CHAIN

100% of significant tier-1 suppliers

GRI 3-1, 3-2, 3-3

SUSTAINABILITY MATERIALITY

2025 Target

The Company conducts an annual sustainability analysis.

2025 Performance

The Company conducted the 2025 sustainability material issues analysis across both internal and external stakeholder.



Sustainability Material Issues Analysis

Materiality analysis is a strategic process that enables organizations to identify and prioritize environmental, social, and governance (ESG) issues relevant to their business and stakeholders. This process involves assessing impacts across financial, social, and environmental dimensions to effectively manage risks and opportunities, create long-term value, and support sustainable growth in alignment with international standards.

Management Approach

The Company conducts an annual analysis of sustainability material issues to inform the adjustment of strategies and management approaches appropriately, ensuring a systematic response to the needs of all stakeholder groups. This process follows the principle of **Double Materiality** by assessing both external impacts on society or the environment (Material impact) and internal impacts on the Company's financial value (Financial impact). The Company also discloses its performance on high-priority material topics through the annual Sustainability Report and makes such information publicly available.

Management Structure

The **Corporate Governance and Sustainability Committee** and the **Executive Committee** are responsible for reviewing and approving material topics annually. The results are then reported to the **Board of Directors,** the highest governing body of the organization.

Materiality Analysis

- The process considers four key components: impact, material topics, a comprehensive assessment, and stakeholders. This ensures that identifying economic, social, and environmental issues is accurate and aligned with the **GRI (Global Reporting Initiative) Standards 2021**, which outline guidelines for disclosures, identification of material topics, and transparent, comparable stakeholder engagement at an international level.

- The Company listens to and exchanges views with **six stakeholder groups** (customers, employees, business partners and suppliers, shareholders, government agencies, and communities and society, including experts) through various engagement and consultation channels. This is carried out in line with the principles of Inclusivity, Materiality, and Responsiveness under the **AA1000 Stakeholder Engagement Standard (AA1000 SES)**, ensuring that the analysis reflects stakeholder expectations and concerns comprehensively and reliably.

Materiality Analysis and Prioritization Process

The materiality assessment and prioritization process is conducted in accordance with the **GRI Standards 2021 and the ISSB sustainability disclosure standards.** The process covers the identification of material topics, assessment of internal and external impacts-including risks and opportunities-prioritization of material issues, and review and approval by executives and the Corporate Governance and Sustainability Committee.

1 Understand the organization's context

- **Organizational Context** Study the core business and value chain, including linkages with related business activities
- **International Standards and Leading Frameworks** Benchmark against both national and international standards such as SASB, UN SDGs, IFRS S2, TCFD, SET ESG, and global rating agencies including S&P Global (DJSI) and FTSE Russell
- **Industry Benchmarking** Conduct a comparative study of companies in the technology and telecommunications sectors

2 Identify actual and potential impacts

- **2,371 survey responses** were collected from True's six stakeholder groups to identify and prioritize material sustainability issues.
- **Regular meetings, seminars, consultation sessions, and sustainability-related engagement activities** were organized with various stakeholder groups to gather insights and expectations.

3 Assess the significant of the impacts

- **Assessment of positive and negative impacts, risks, and opportunities** in accordance with the ESG Double Materiality principle, with **ESG impacts** evaluated through stakeholder surveys and **financial and organizational resilience impacts** assessed through an **Executive Workshop**
- **Evaluation of impact boundaries, severity, and likelihood** to determine the significance of each issue

4 Prioritize the most significant impacts for reporting

- **Analysis and prioritization of highly material issues,** referencing survey results and management assessments, supplemented with standards and industry benchmarks (Expert Testing) to ensure a comprehensive and multi-dimensional perspective
- **Review and approval** by the Corporate Governance and Sustainability Committee and the Board of Directors
- **Disclosure of material topics and the Company's management approach** to stakeholders and the public

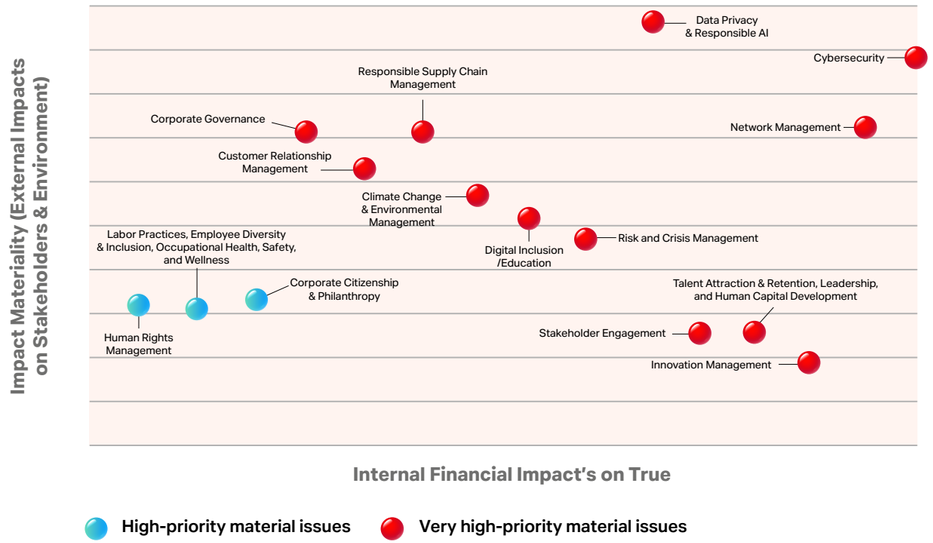
2025 Performance

Sustainability Material Issues for 2025-2026

The results of the 2025 sustainability materiality assessment show that the material topics remain consistent with the previous year and continue to align with the Company's sustainability framework. An additional topic - **ethical AI governance integrated with personal data protection** -has been included, bringing the total to **15 material topics,** categorized into two groups based on impact levels:

1. **Very high-priority material issues:** The Company has established management approaches and set short-, medium-, and long-term targets, with rigorous performance monitoring and reporting.
2. **High-priority material issues:** The Company manages and reports performance based on the defined scope and the interests of relevant stakeholders.

Materiality Matrix 2025-2026



GRI 2-23, 2-29, 3-3

STAKEHOLDER ENGAGEMENT

2025 Target

85%

Average score in stakeholder engagement surveys

2025 Performance

91.5%

Average stakeholder engagement survey results



Community Consultation

In response to growing challenges from climate change, economic volatility, technological advancement, and heightened societal expectations, the Company places significant importance on systematic stakeholder management. Stakeholder engagement processes are integrated into the Company's corporate strategy and risk management framework to ensure sustainable and responsible business operations.

Management Structure

True is committed to systematically strengthening stakeholder engagement by integrating engagement processes with **six key stakeholder groups - customers, employees, business partners and suppliers, shareholders, government agencies, and communities and society** - into the Company's strategic planning and risk management processes. This approach ensures that business operations remain aligned with the continuously evolving business environment while adhering to the Company's **Sustainability Policy and Stakeholder Engagement Policy**

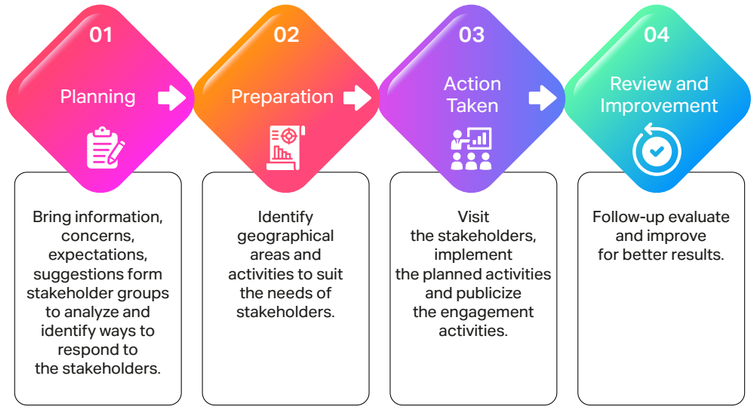
In addition, the Company has established **stakeholder engagement practices** in accordance with the **AA1000 Stakeholder Engagement Standard (AA1000SES)** and the **ISO 26000:2010 Social Responsibility Standard.**

The Company has also developed diverse **communication tools and channels,** while effectively leveraging data and digital technologies. These efforts are complemented by regular monitoring, evaluation, and reporting to create shared value for stakeholders and support the Company's long-term sustainable growth.

Management Structure

The Corporate Governance and Sustainability Committee oversees the Company's business operations to ensure alignment with the expectations of the six key stakeholder groups. The Company places strong emphasis on respecting stakeholder rights, ensuring fair treatment, listening to stakeholder feedback, and fostering understanding and trust. These efforts aim to strengthen positive relationships with all stakeholder groups and drive the organization toward sustainable development.

Stakeholder Engagement Process



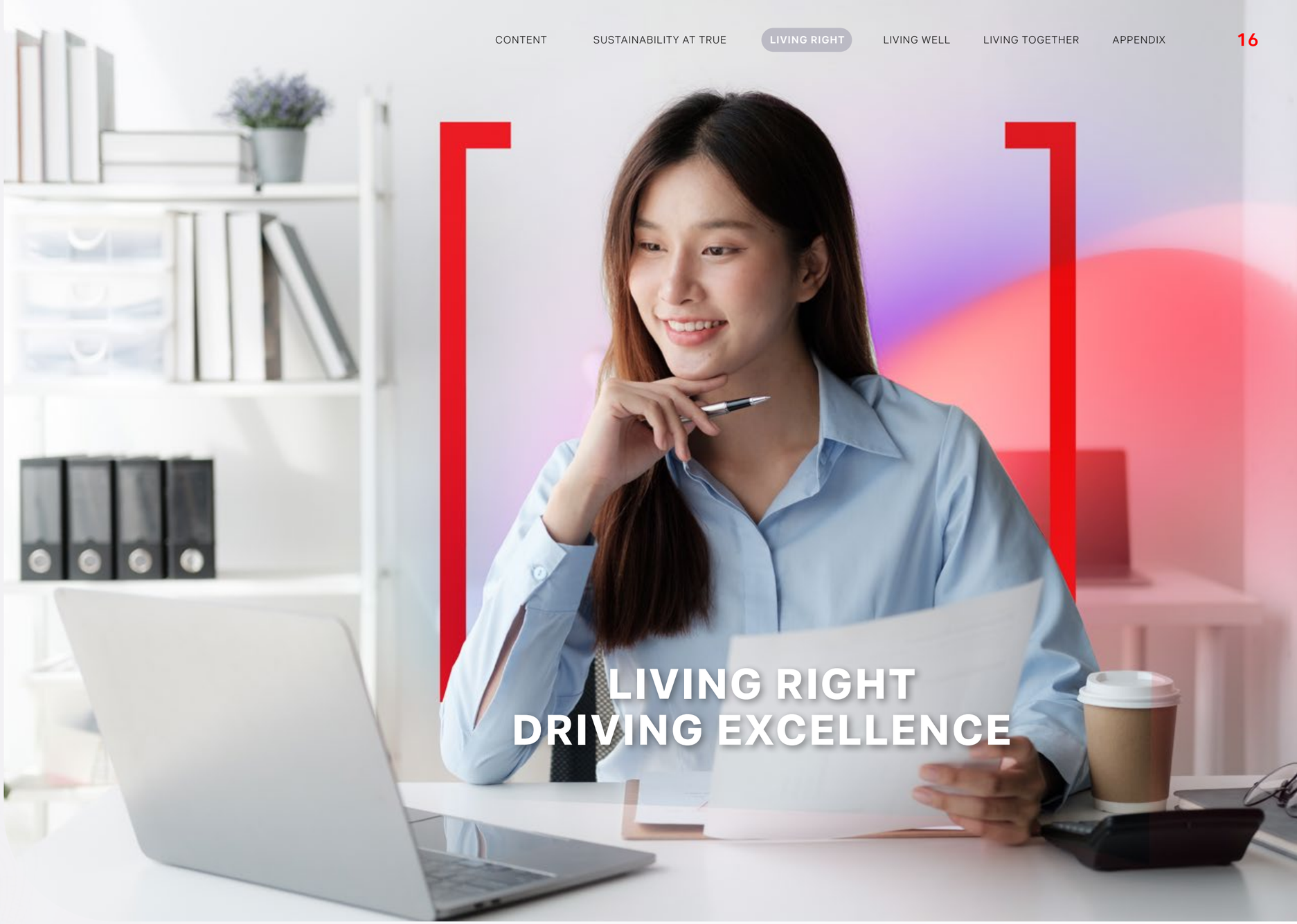
ANALYSIS OF MATERIAL STAKEHOLDERS THROUGHOUT THE BUSINESS VALUE CHAIN

Stakeholder Groups	Stakeholder Expectation	The Company's Response	Communication & Engagement Channels
Customer 	• Stable and reliable network coverage nationwide. • High-quality products and services, supported by effective and reliable after-sales service • Continuous enhancement of service delivery across multiple channels, particularly digital and online platforms, including efficient, responsive, and solution-oriented after-sales support that addresses customer needs and concerns • A diverse range of products and services tailored to various usage needs at fair and accessible prices, including offerings for vulnerable groups and environmentally responsible solutions • Strong measures to safeguard personal data and protect customer privacy, ensuring that customer information is not misused or compromised	• Providing continuous customer services through multiple channels, while maintaining and expanding network infrastructure to enhance mobile coverage and support increasing demand for home internet usage, in line with the work-from-home policies adopted by many organizations • Delivering positive and inclusive customer experiences, while providing quality products on time at fair prices • Adhering to the Company's policies to treat all customers fairly and equally, based on respect and non-discrimination • Strictly complying with the Company's policies on the protection of customer personal data, ensuring that data is collected, used, and protected in accordance with established procedures and with customer consent • Continuously developing and improving customer service systems to enhance the efficiency of problem resolution, while utilizing customer satisfaction data and feedback to improve products and services • Developing employees' capabilities and essential skills to enhance service efficiency and responsiveness, particularly digital and AI-related skills, alongside other competencies such as service mind and customer care	• Customer service centers (True Shop) • Direct engagement with customers • Social media, website, and email communication channels • Customer satisfaction surveys conducted throughout the year • Call Center 1242 providing multilingual support in English, Japanese, and Chinese
Shareholder 	• Ensuring equitable treatment of all shareholders. • Transparent and accountable management practices • Sound management strategies to create opportunities for business growth • Emphasizing sustainable business management across all ESG dimensions • Timely, accurate, and accessible disclosure of information through appropriate channels • Managing the business to achieve sustainable performance and profitability, while delivering consistent dividend payments to shareholders	• Complying with the regulations and guidelines of the Stock Exchange of Thailand and the Securities and Exchange Commission Thailand • Operating in accordance with good corporate governance principles and responsible business practices, while promoting sustainable development • Providing clear and transparent communication regarding both short-term and long-term investment strategies, including growth objectives. • Paying dividends in accordance with the Company's dividend policy • Providing multiple channels for information disclosure and communication with shareholders and investors • Regularly participating in activities such as roadshows and investor conferences to engage with both domestic and international investors	• Quarterly investor briefings • Sustainability Report (published on the Company's website) • Social media, website, and email communication channels
Employee 	• Ensuring job security for employees following the business merger • Providing fair and equitable compensation and appropriate employee benefits, while promoting employee morale through engagement activities across all regions • Enhancing employees' capabilities and skills necessary for job performance and career advancement, supported by an effective and fair performance evaluation system • Ensuring occupational health and safety for employees in the workplace • Encouraging employee participation and providing channels to listen to employee feedback and suggestions • Supporting employees with modern office equipment and technologies that are appropriate for current working conditions	• Communicating the Company's goals, strategies, and performance to employees at all levels on a continuous basis • Managing compensation, benefits, and employee entitlements in compliance with legal requirements or higher standards, while promoting inclusive employee engagement activities across the organization • Promoting employees' career advancement through the development of effective performance evaluation systems, management planning tools, and programs to enhance employees' capabilities, skills, and knowledge • Establishing an Employee Welfare Committee comprising elected and appointed employee representatives to oversee employee welfare and serve as a channel for reflecting employee feedback • Providing channels for employees to express opinions and report potential violations of the Code of Conduct, both with identified and anonymous options, as well as conducting employee engagement and organizational commitment surveys • Complying with policies and practices related to health, welfare, safety, and environmental management • Leveraging AI and automation systems to support Work-from-Anywhere arrangements and enhance workplace productivity	• Annual Vision Communication Meeting • SuccessFactors platform, website, and email communication channels • Annual Report and Sustainability Report (published on the Company's website) • Employee satisfaction and engagement surveys

Stakeholder Groups	Stakeholder Expectation	The Company's Response	Communication & Engagement Channels
Business Partner and Supplier 	• Ensuring fair and equitable treatment of business partners through transparent, fair, and auditable procurement processes • Making complete and timely payments in accordance with agreed terms • Maintaining the confidentiality of business information, such as concepts, products, and other proprietary data • Enhancing knowledge, understanding, and capabilities of business partners in complying with good corporate governance practices, including sustainability (ESG) requirements. • Promoting knowledge sharing and capacity development among business partners to enable mutual growth • Collaborating on social and environmental initiatives, as well as organizing activities to strengthen relationships with business partners • Encouraging participation from business partners in providing feedback and suggestions to improve business collaboration	• Adhering to the Company's policies on fair, transparent, and equitable treatment of business partners, supported by strong corporate governance practices • Communicating procurement policies and practices in accordance with the Business Partner Code of Conduct, which incorporates internationally recognized ESG requirements • Implementing an online procurement system to enhance transparency, fairness, and auditability in the supplier selection process • Making payments in full and on time in accordance with agreed terms • Respecting intellectual property rights and protecting the personal data and confidential information of business partners and other related parties • Conducting regular assessments of key suppliers, including both direct and indirect partners, as well as implementing sustainability assessment questionnaires to evaluate risks and capabilities and to support the continuous improvement of the supply chain • Promoting knowledge sharing and collaboration on responsible value chain management, particularly in areas such as climate target setting, Net Zero strategies, and sustainability practices for business partners • Listening to feedback and expectations from business partners to continuously improve business collaboration and operational practices	• Annual meetings • Training sessions and relationship-building activities between the Company, business partners, and suppliers • Social media and email communication channels • Sustainability Report (published on the Company's website) • Satisfaction surveys. • Call center support for business partners
Government 	• Conducting business with fairness and integrity toward customers, while adhering to principles of good corporate governance • Promoting fair and equitable competition • Cooperating in industry-related activities and initiatives • Handling complaints effectively and efficiently	• Conducting business with transparency and fairness in full compliance with applicable laws and regulations • Ensuring transparent disclosure of information • Adhering to regulatory requirements and maintaining effective corporate governance practices • Managing operations with quality standards to build trust and confidence among stakeholders • Cooperating in relevant activities and initiatives	• Participation in activities organized in collaboration with government agencies • Social media, website, and email communication channels • Regulatory affairs function responsible for handling complaints and maintaining engagement with government authorities
Community and Society 	• Collaborating with civil society organizations both domestically and internationally on issues related to sustainable development and reducing inequality to address economic, social, and environmental challenges • Contributing to economic and social development by leveraging the Company's expertise in digital technology, communications, and other resources to create value and benefits for the public and underserved communities • Addressing community complaints in a fair and responsible manner • Organizing community-benefit activities and supporting social initiatives, particularly during times of crisis • Ensuring safety related to the Company's operations, such as managing electromagnetic field exposure from telecommunications towers and ensuring safe construction of network infrastructure • Conducting business in accordance with the principles of respect for human rights	• Continuously building relationships and networks with civil society organizations, particularly those working on issues such as inequality and cybersecurity • Organizing initiatives that promote the use of digital technology for education, learning, and quality-of-life improvement, such as CONNEXT ED, TruePlookpanya, VROOM, VLEARN, and the MorDee application • Implementing programs that support income generation for communities and vulnerable groups, such as initiatives to develop the capabilities of individuals with autism and the "Rak Ban Kerd Farmer" program that promotes the use of technology among smallholder farmers • Implementing initiatives to reduce risks and enhance internet safety for users and vulnerable groups, such as online awareness programs for children and youth and services such as True CyberSafe • Strictly complying with the Building Control Act and regulations issued by government authorities at both national and local levels, while providing accurate information and fostering public understanding regarding electromagnetic fields (EMF), safety standards, and other issues related to telecommunications tower construction and network expansion • Assessing the impacts of business operations on the environment, society, and human rights	• Sustainability Report (published on the Company's website) • Social media, website, and email communication channels • Community engagement and relationship-building activities. • Call centers

LIVING RIGHT

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



GRI 2-15, 2-16, 2-23, 2-25, 2-26, 2-27, 2-28, 3-3, 205-2, 205-3, 206-1, 415-1

CORPORATE GOVERNANCE

2025 Target

100%

Employee understand and commit to Employee's Code of Conduct

100%

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

2025 Performance

100%

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

100%

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



Anti-Corruption Day 2025 Activity

Corporate Governance is a vital component of sustainable business operations as it promotes transparency, accountability, and ethical decision-making at all levels of the organization. Strong governance helps reduce risks from legal and financial penalties, protects the Company's reputation, and fosters a culture of integrity. It also builds trust among customers, investors, business partners, and all stakeholders.

Management Structure

High ethical standards form the foundation of the Company's business. These standards apply to all employees, business partners, and stakeholders in every region and under all circumstances, guiding the organization toward sustainable growth.

The Company upholds its values and maintains the highest standards of corporate governance without compromise, including a strict zero-tolerance approach to all forms of corruption. Employee performance evaluations and compensation are therefore linked to compliance with the Company's corporate governance principles, as outlined in True's Code of Conduct

True's Code of Conduct and Anti-Corruption Policy

The Company has established a comprehensive **Code of Conduct** to ensure employees carry out their duties responsibly, in line with organizational policies, objectives, and requirements, as well as national and international laws, regulations, and standards.

In terms of anti-corruption, the Company has implemented a comprehensive **Anti-Corruption Policy** covering corruption prevention, anti-bribery practices, rules on business hospitality, and other relevant areas. This policy aligns with the principles of the **Thai Private Sector Collective Action Against Corruption (CAC),** for which the Company is certified.

For the management of business partners, the Company has set forth the **Business Partner Code of Conduct,** which its partners are required to follow responsibly and in strict compliance with laws, regulations, and the Company's guidelines.

Management Structure

The Company reports its corporate governance performance to the **Board of Directors** and relevant board sub-committees including the **Corporate Governance and Sustainability Committee** and the **Audit Committee** at least quarterly, and on an ad-hoc basis, as necessary. Reports cover the status and progress of policy implementation, operational guidelines, programs, and other significant matters.

Additionally, the Company has appointed relevant committees responsible for overseeing corporate governance matters in accordance with organizational ethical standards, internal control requirements, and fact-finding or audit procedures, supporting effective governance management as follows:

1. Compliance Committee,
2. Sponsorship and Donation Committee, and
3. Disciplinary Action Committee (DAC)

Internal and External Audit Processes

The Company conducts regular and continuous internal and external audits to ensure that its corporate governance practices align with international principles and standards. These audits support the organization in establishing an effective internal control system that is consistent with its risk management framework, such as:

- COSO 2013 Integrated Internal Control Framework, and
- IIA's Three Lines Model

Audit activities are carried out independently and objectively, taking into consideration organizational risks, strategies, and business operations. The Company also communicates and reports audit progress to the Audit Committee on an ongoing and regular basis.

Integrity Hotline

The Company firmly believes that the level of organizational integrity is a clear indicator of long-term success. Therefore, the Company has established an **Integrity Hotline** as a channel for reporting violations of corporate governance and company regulations. This system supports the recording, investigation, verification, and resolution of governance violations in a structured and reliable manner. The hotline is available 24 hours a day **via the website**, offering convenience, ease of use, and security.

Click https://ss.true.th/s/in-hotline

All information provided by whistleblowers is kept strictly confidential to protect individuals who speak up in good faith. The process is managed promptly and appropriately by an external service provider certified under **ISO 27001.**

Employees and external stakeholders may submit complaints when they encounter suspected misconduct or governance violations such as fraud or wrongdoing, embezzlement or theft, conflicts of interest, document falsification, or violations of laws or company regulations.

Complaints submitted through the Integrity Hotline are handled through a systematic, transparent, and auditable process. All matters are reviewed, investigated, and addressed carefully and fairly. The Company continuously monitors progress and reports an overview of complaints, key issues, and corrective actions to the Audit Committee every quarter, in accordance with the Company's good corporate governance principles. Appropriate measures are taken to address concerns, and any form of retaliation against whistleblowers is strictly prohibited and not tolerated.

2025 Performance

True's Code of Conduct

Throughout 2025, the Company implemented several key corporate governance and anti-corruption initiatives, as follows:

1 2025 Online Course on Code of Conduct and Anti-Corruption Policy

The Company developed an annual mandatory e-learning course, including an assessment, to enhance employees' awareness and understanding of relevant policies and operating procedures.

100% **of all employees of True**, its subsidiaries, and joint ventures were trained through the annual program and acknowledged their commitment to True's Code of Conduct.

2 Conflict of Interest Disclosure

The Company requires all employees to declare their personal conflicts of interest, enabling proactive identification and effective management of situations that may influence business decisions.

100% **of employees submitted their conflict of interest disclosures to the Company.**

3 Leadership Forum Training: Ethical Leadership

Representatives from the Thai Private Sector Collective Action Against Corruption (CAC) and the Thai Institute of Directors (IOD) provided training for executives on the importance of corporate governance, ethical business conduct, and leadership approaches for navigating integrity-related challenges. The program emphasized transparency, accountability, and fostering an ethical organizational culture.

159 **executives** from across the True Group participated.



Leadership Forum: Ethical Leadership

4 Participation in the "2025 Anti-Corruption Day" Activity

The Company participated in the 2025 Anti-Corruption Day event organized by the Anti-Corruption Organization of Thailand (ACT), joining forces with executives and employees to reaffirm a strong commitment to transparent business operations. The event emphasized adherence to the Company's code of conduct and strict compliance with Thai laws to prevent and combat all forms of corruption.



Anti-Corruption Day 2025 Activity

5 Communication on Business Courtesies Procedure

No Gift Receiving. No Gift Giving.

Toward the end of the year, typically a season of gift-giving, the Company communicated and reinforced guidelines under the **Business Courtesies Procedure**, emphasizing a **"no acceptance and no offering"** practice regarding gifts, tokens, or items of value from business partners, government agencies, or external parties. In cases where refusal is not feasible, employees are required to strictly follow the Company's regulations and all applicable anti-corruption laws.

Business Partner Code of Conduct

In 2025, **100% of True's business partners** defined as individuals or organizations the Company engages with, including suppliers, business partners, contractors, and joint ventures were informed of and formally agreed to comply with the Company's standards for responsible business conduct as outlined in the Business Partner Code of Conduct.

The Company also enhanced the Code by incorporating additional environmental requirements, which were reviewed and approved by the Board of Directors before being communicated to all business partners for strict compliance.

Throughout 2025, the Company had no cases of litigation filed by government authorities related to corruption, bribery, monopolistic practices, unfair trade practices, labor law violations, or any other related misconduct. As a result, no fines were incurred.

Measures for Employee Violations of the Code of Conduct

In 2025, there were **63 cases** of employee violations of the Company's Code of Conduct, involving **217 employees.** All cases underwent a full investigation process to determine root causes and were reviewed and approved by the **Disciplinary Action Committee (DAC).**

The DAC determined appropriate **disciplinary measures and corrective actions** for each case, as summarized in the accompanying table. The Committee also analyzed underlying causes and related risks, such as fraud for personal gain, theft, embezzlement of employer assets, and non-compliance with Company policies and procedures.

In addition, the Company implemented **preventive measures,** including enhancements to relevant processes, strengthening internal controls, continuous monitoring of risks, and ongoing communications to raise employee awareness of anti-corruption practices. Emphasis was placed on the consequences of violations, along with **lessons learned from actual cases,** to further improve the effectiveness of the Company's internal control system.

No. of Employee Breaching Code of Conduct in 2025	Disciplinary Action			
	Verbal Warning	Written Warning	Suspension	Dismissal
Conflict of Interest	6	1	0	26
Privacy	0	1	0	10
Financial Integrity & Fraud	0	33	0	119
Safeguarding of our assets	1	5	0	14
Occupational Workplace	0	0	0	1
Human Rights Violation	0	0	0	0
Discrimination or Harassment	0	0	0	0
Anti-corruption & Bribery	0	0	0	0
Money laundering & Insider Trading	0	0	0	0

Organizations Supported by the Company in 2025

The Company has established guidelines for sponsorships, donations, and social contributions. These activities are assessed for potential risks, and appropriate mitigation measures are prepared in advance. All support must be approved by authorized management in accordance with defined criteria to ensure transparency and alignment with the Company's Code of Conduct, the Business Partner Code of Conduct, the Anti-Corruption Policy, and the organization's sustainability goals.

In 2025, the Company provided financial support to key organizations as shown in the table below, with no payments or support for political activities, organizations, or individuals in accordance with the Company's Code of Conduct.

Supporting Organizations Influencing Social Standards in 2025	Million Baht
Global Compact Network Thailand (a local network in the country) was established to support the private sector in conducting business activities that align with human rights principles and the United Nations Sustainable Development Goals. **True's Role** - As a founding member of the association, True supports the use of its comprehensive technology capabilities to drive climate change initiatives, create opportunities, and develop people, while also supporting the achievement of the United Nations Sustainable Development Goals.	0.53
Digital Economy and Society Development Council of Thailand works with the private sector, government, and civil society to develop digital human resources to apply for sustainable national development. **True's Role** - As a member of the council, True supports the development of human resources, enabling everyone to upskill and reskill for the digital transformation era. True encourages employees to participate in training and attend seminars regularly to develop digital capabilities.	0.09
The Federation of Thai Industries (FTI), a non-profit organization, serves as the representative of entrepreneurs and the private sector, coordinating policies and actions between the private and public sectors to improve laws, regulations, and operational procedures. This leads to more effective policies and benefits the development of industries and the overall economy across all regions of the country. **True's Role** - As a member of the Federation of Thai Industries, True supports the enhancement of industries in the country, promoting SMEs, fostering trade partnerships, digital business collaboration, and climate action.	0.08

The Company supports various organizations, both public and civil society, to promote sustainable development and create a positive impact on society and the environment. For example,

- **Thailand Carbon Neutral Network (TCNN),** the Company has been a member since 2022 and plays a role in driving and supporting the achievement of carbon neutrality and net-zero greenhouse gas emissions at the organizational level by 2050. The Company also supports Thailand's policies and global community goals under the Paris Agreement.
- **Climate Disclosure Project (CDP),** an independent organization that sets the standards for disclosing carbon and climate change information critical to the world. The Company has been responding to the CDP annual assessments since 2012.

Last 4-year Financial Contribution (MB)	Year 2022	Year 2023	Year 2024	Year 2025
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)	2.17	1.27	0.98	0.69
4. Others (e.g. spending related to ballot measures	0	0	0	0
Total	**2.17**	**1.27**	**0.98**	**0.69**

Way Forward

In 2026, the Company aims to further integrate governance and compliance into business operations to support sustainable growth. The objective is to strengthen stakeholder confidence while promoting transparent, responsible, and long-term sustainable business practices. Key focus areas include:

- **Strengthening ethical leadership, proactive risk management, and the robustness of the governance system,**
- **Driving a culture of doing what is right through communication from senior leadership** (Tone from the Top), and
- **Enhancing fraud-risk prevention, policy and partner governance, and monitoring of high-risk activities.** These efforts will rely on interdepartmental collaboration and data analytics to further improve oversight effectiveness and strengthen preventive measures within the governance framework.

GRI 3-3

RISK, BUSINESS CONTINUITY AND CRISIS MANAGEMENT

2025 Target

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

2025 Performance

Throughout 2025, a total of four enterprise risk assessments were conducted quarterly, as per the target.



Risk Matrix

Amid a business environment full of risks, the Company has established systematic Enterprise Risk Management (ERM) and Business Continuity Management (BCM) policies to identify, assess, and manage risks, including environmental, social, and governance (ESG) issues. These policies also ensure the continuity of operations in the event of unexpected incidents, supporting strategic decision-making and the organization's sustainable growth.

Management Structure

Risk Management Policy and Business Continuity and Crisis Management Policy

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

Management Structure

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

Enterprise Risk Management Process

The Company has adopted the **COSO*2017 Enterprise Risk Management - Integrating with Strategy and Performance** to manage corporate risks.

In addition, the Company applies the international standards **ISO31000 Risk Management** to strengthen its risk management process.

*COSO: The Committee of Sponsoring Organizations of the Treadway Commission



Risk Management Process

The Company has a policy to assess corporate risks by considering Impact, Risk, and Opportunity (IRO) through the Enterprise Risk Matrix framework. This framework covers all types of risks, including environmental, social, and governance (ESG) issues-particularly climate change to ensure a comprehensive and sustainable approach to risk management.

To ensure the effectiveness of the quarterly enterprise risk assessment process, the Company conducts an internal audit on an annual basis.

For external assessments of the risk management process, True conducts evaluations in accordance with the COSO-ERM 2017 framework and ISO 31000 standards **every two years**. This ensures that the Company's risk management processes align with internationally recognized standards and are assessed with transparency.

Risk Management Communication Channels

Employees may ask questions, seek advice, or report risk-related issues to the Enterprise Risk Management unit via E-mail: ERM@truecorp.co.th

Employees may also learn more about risk management via Viva Engage – ENTERPRISE RISK MANAGEMENT

2025 Performance

- **Quarterly Enterprise Risk Assessment -** The Company conducted enterprise-level risk assessments four times, in accordance with the established target. Summary reports of key risks and corresponding mitigation measures were prepared and communicated regularly and consistently.
- **Electronic Risk Management Database Tool -** The electronic database–based risk management tool was developed and launched for use in 2025. The system covers all stages of the risk management process. It enhances convenience in data entry, facilitates data analysis and reporting, and improves the speed and accuracy of risk management monitoring.
- **Key Risk Indicators (KRI) -** KRIs have been used continuously since 2024, following the Company's development of this tool to monitor activities that may increase organizational risk. As an early-warning mechanism, KRIs help identify root causes and address potential issues before impacts occur. They quantify risk levels and support internal control activities. Risk-owning departments collaborate in continuously developing KRIs. Examples include KRIs related to Personal Data Protection (PDPA), cyberattacks, and customer satisfaction indicators (NPS).

Example of Top Risks

The Company conducts quarterly organizational risk assessments, gathering information from various departments across the organization. Key risk issues are as follows:

1 Risk of Cybersecurity Attacks

The exponential increase in customer data usage and online transactions has significantly heightened digital inter-dependencies. At the same time, cyberattacks have become more complex and more frequent, driven using advanced technologies.

Impact

Cybersecurity failures cause data loss, sensitive personal data leakage as well as equipment failures and network interruption, could result in business disruption, financial loss, reputation damage and legal liability.

Measure

To cope with Cybersecurity threats, True has mitigation actions in terms of:

1) Governance

- Appoint Business Security Officer and team to detect cybersecurity risks and to ensure the operation of Information System Security
- Implement personal data protection system and procedure following international standard like ISO/IEC 27000, GSMA, and Responsible AI (RAI) Framework, ensuring adherence to principles of ethics, transparency, and accountability
- Cooperate with National Cyber Security Agency (NCSA) and relevant international agencies, namely GSMA, and T-ISAC.

2) Infrastructure and Technology

- Establish and continuously enhance the Security Operation Center (SOC) while upgrading to the certified ISO/IEC 27001:2022 standard
- Implement Security Orchestration Automation Response and apply advanced 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 incidents of various types
- Automated security checks: Vulnerability Assessment scan is performed monthly and weekly on internal and external systems, respectively, while Penetration testing are performed on a regular basis to ensure all findings be tracked and mitigated in a timeframe according to its risk level.
- Implement rigorous cyber hygiene processes to ensure comprehensive protection and resilience against evolving cybersecurity threats.



3) Capacity and Culture

- Capacity building for IT workforce on evolving cybersecurity, including advanced technologies such as AI, NFT, and crypto currency payment.
- Cybersecurity architecture forum and Cybersecurity Ambassador were set up and employees can consult with.
- Continue building a culture for cybersecurity through internal communication media, cybersecurity hub, online and onsite training in both intermediate and Advance Expert Journey projects to staff and managements.

2 Risk of Personal Data Privacy

The Company is subject to obligations under the Personal Data Protection Act 2019 (PDPA). With over 46.9 million subscribers and a vast network of interconnected devices and platforms.

Impact

Personal data risks, such as data breaches, unauthorized access, and non-compliance with PDPA requirements, as well as ensuring that all personal data–related operations are conducted legally, transparently, and with respect for the rights of data subjects (customers and employees), may impact the organization's reputation and the confidence of customers and stakeholders. These risks may also result in litigation costs, such as fines or compensation.



Measure

- Designate a dedicated Data Protection Officer (DPO) for each subsidiary to oversee compliance, and provide affiliates with clear, actionable guidelines aligned with applicable laws and regulations.
- Collaborate across departments as well as governance agencies, including Legal, IT Security, Compliance, NBTC, and PDPC, to enforce comprehensive privacy measures in data collection, processing, and disclosure.
- Prioritize privacy as a fundamental requirement for any personal data usage and implement technical solutions and controls to ensure transparency in all personal data utilization.
- Ensure compliance with third-party service providers and have all parties sign Data Processing Agreements.
- Create a strong data privacy culture through ongoing internal communication campaigns, online and on-site training, and targeted workshops. These initiatives address topics such as secure data handling, phishing awareness, and role-specific responsibilities, tailored to suit their roles and responsibilities, as well as provide intermediate and advanced training for both staff and management.

Emerging Risks

Emerging risks refer to risks that have not yet occurred, but the organization assesses that there is a possibility they could occur in the future and significantly impact the business in the long term if there is no management and preparedness in place. These include risks from artificial intelligence (AI) threats and structural risks to digital infrastructure caused by extreme weather events.

1 Risk from Agentic AI Adoption and Autonomous Execution in Critical Business Processes

Risk Category: Technological

Risk Factor

- Artificial intelligence is advancing rapidly, especially with the rise of Generative and Agentic AI across telecommunications to enhance operations, optimize resources, reduce costs, and deliver more personalized services. At the same time, these technologies introduce new attack surfaces and failure modes: compromised or misaligned agents can trigger real-world changes in production systems, leading to cascading operational and security impacts.
- The Global Risks Report 2026 by WEF identifies adverse AI outcomes as among the fastest rising global threats, driven by limited governance, rapid integration into critical systems, and heightened potential for systemic failures as digital platforms become more interconnected.
- With about 49.6 million mobile and internet active users, True is at the center of this transformation and exposed to risks such as AI enabled cyberattacks, privacy breaches from data intensive models, misinformation, and potential network disruptions.



Potential Impact

- Cybersecurity & Privacy: Increased exposure to prompt manipulation and tool misuse that can lead to unauthorized access or sensitive data disclosure. As a national telecommunications provider operating critical digital infrastructure, True faces growing risks linked to the rapid expansion and sophistication of artificial intelligence. This includes the use of AI to analyze system vulnerabilities and generate highly realistic fake content (emails, messages, and deepfake audio) that can be exploited for social engineering attacks, potentially resulting in unauthorized system access or the leakage of sensitive information
- Operations & Service Continuity: Agent errors or compromise may impact critical systems, availability of services, and may impact the organization's revenue, as well as result in higher system recovery and remediation costs
- Reputation & Trust: Data exposure, service disruption, or inappropriate agent-driven decisions affecting systems, service recommendations, or customer analytics may undermine the confidence of customers and stakeholders, and could also lead to legal risks and penalties

Measure

- Establish a robust AI governance framework, high ethical standards, strong cybersecurity measures, and user awareness programs. The organization follows the Responsible AI (RAI) framework, which includes principles related to vision, organization-wide AI governance, compliance with technical and legal requirements, coordination with external partners, and organizational change management to ensure that AI development and deployment are conducted responsibly and safely.
- Regularly assess and improve AI models that involve customer data. The organization has developed an Ethical AI Charter and an organizational development plan aligned with the GSMA RAI Maturity Roadmap to enhance safety, transparency, and accountability in AI usage. In addition, the **Personal Data Protection & Responsible Artificial Intelligence Policy** has been formally implemented.

2 Extreme weather events as a Structural Risk to Digital Infrastructure

Risk Category: Environmental

Risk Factor

Extreme weather events such as intensity of floods, storms, and prolonged heat), as well as critical changes to Earth systems are major long-term risks to digital infrastructure, as highlighted in the WEF Global Risks Report 2026. These factors are expected to increase the frequency and severity of disruptions to the physical stability and operational continuity of telecommunications networks, undermining long-standing assumptions about network design, site resilience, and service reliability

Potential Impact

- Extreme weather events can directly damage assets such as flooded base stations, overheating equipment during hot seasons, and faster deterioration of backup batteries, as well as increasing maintenance and energy costs, with potential losses estimated at around 1.3 billion Baht.
- Service interruptions may affect revenue and undermine customer confidence.
- Natural disaster risks may also lead to higher insurance premiums and create long-term financial burdens

Measure

- Regularly assess physical climate risks, covering short-, medium-, and long-term impacts, using internationally recognized tools and databases. These assessments are conducted by specialists to enable accurate forecasting of risks to base stations, data centers, power systems, and network infrastructure
- Integrate climate-related risks into the organization's enterprise risk-management process to ensure continuous monitoring and to embed these considerations into design, investment, and strategic planning decisions
- Develop Business Continuity Plans (BCP) and Climate Adaptation Plans to assess area-specific risks and establish appropriate preventive measures, with the aim of strengthening long-term network stability and resilience
- Redesign base stations and equipment to withstand extreme weather events, such as elevating equipment to avoid flood damage, improving cooling systems, and using components that can tolerate higher temperatures and site-specific risk assessments.



Base station flooding incident caused by extreme weather conditions

Business Continuity Management (BCM)

The Company has established a Business Continuity Management (BCM) policy that covers all business units across the organization to ensure that critical activities can continue, and operations can be restored effectively when disruptions occur.

The BCM team works closely with relevant functions to regularly develop and test business continuity plans, ensuring readiness to respond to and recover from emergency situations.



During crises such as floods, the BCM team coordinates across business units to minimize impacts on operations, customers, and partners, while supporting management in restoring activities and services as quickly as possible.





On-site Damage Assessment and Continuous Mobile Network Restoration in Affected Areas

Creating a Risk Culture within the Organization

Effective enterprise risk management is one of the Company's key business management standards and is a responsibility shared by all executives and employees across the True Group.

Board of Directors

The Board receives **regular training on risk management** and is periodically updated on the Company's risk-management performance, business continuity, and crisis conditions by the Risk, Cybersecurity, and Financial Oversight Committee.

Executives and Employees

All executives and employees are required to participate in the mandatory **2025 Annual Risk Management Training.** The program is designed to strengthen knowledge and awareness of risk management and embed it into the organizational culture, emphasizing that risk is a shared responsibility.

The curriculum covers current key risks, including cybersecurity, artificial intelligence, climate change, and regulatory changes.

Risk Coordinators

Management representatives from all units under the Chief Officers are appointed as Risk Coordinators to communicate and promote understanding of risk management within their teams. **Knowledge-sharing and experience-exchange meetings are held at least quarterly.**

Risk Coordinators also play a critical role in assessing the impacts, risks, and opportunities related to material sustainability issues, ensuring that business impacts and financial implications are evaluated according to the principles of Double Materiality. Each business unit is encouraged to consider risks holistically, including those tied to material sustainability topics.



Risk Assessment Workshop

Way Forward

To support continuous improvement, the Company has outlined key initiatives for 2026 as follows:

- **Risk Management:** Continue the implementation of the in-house developed **ERM application** as a tool to identify, consolidate, and assess risks. This enhances accuracy, completeness, and timeliness in enterprise risk-management processes.
- **Business Continuity:** The Executive Committee has approved a **cybersecurity threat simulation workshop** for the Crisis Management Team (CMT). The exercise will rehearse emergency procedures and crisis-risk management plans, supported by international consultants, to strengthen understanding and identify opportunities for process improvement. The goal is to maximize effectiveness and minimize potential impacts on the Company's products and services.

GRI 3-3

CYBER SECURITY

2025 Target

100%

Prevention of data leaks

2025 Performance

100%

Prevention of data leaks, as targeted



Partnering with the Central Investigation Bureau (CIB) to enhance cybersecurity defense and law enforcement.

The **IBM Cost of a Data Breach Report 2025** states that the global average cost of a data breach is approximately **$4.44 million** per incident. Meanwhile, the use of AI without proper governance can increase the average cost per incident by around **$670,000.** This reflects the critical need for organizations to elevate their cyber risk management comprehensively and continuously.

Management Structure

True has established the **True Information Security Policy** to ensure that its information security practices align with **ISO/IEC 27001:2022** standards and remain consistent across the entire organization. The policy focuses on:

- **Risk Management:** Covering both current and future risks with appropriate preventive measures
- **Strict Enforcement:** Applying across the organization, as well as to business partners, vendors, and authorized representatives
- **Continuous Improvement:** Regularly reviewing and updating policies to stay aligned with the evolving threat landscape

Furthermore, True has achieved **ISO/IEC 27001:2022 certification** for its core systems and is consistently expanding the scope of this certification to include other systems.

Cybersecurity Management Process with NIST SECURITY FRAMEWORK

IDENTIFY	PROTECT	DETECT	RESPOND	RECOVER
Analyze and prioritize systems, assets, data, and potential risks	Implement measures to prevent and mitigate potential damage	Continuously monitor and review threats and attacks promptly	Manage emergency situations to controls and limit damage	Conduct recovery efforts and root cause analysis to restore normal operations
Asset Management Business Environment Governance Risk Assessment Risk Management Strategy	Asset Control Awareness and Training Data Security Info Protection Processes and Procedures Maintenance Protective Technology	Anomalies and Events Security Continuous Monitoring Detection Processes	Response Planning Communications Analysis Mitigation Improvements	Recovery Planning Improvements Communications

Management Structure

The **IT & Security Division** and the **Business Security Department,** under the oversight of the **Chief Information Technology and Security Officer (CISO)**, are responsible for infrastructure, security technology, policy, and risk management.

Performance results regarding information and cybersecurity are reported to the **Risk Management, Cybersecurity, and Finance Committee,** as well as to the **Board of Directors** to ensure transparency and the highest level of governance. This structure enables True to manage risks comprehensively and effectively.

The **Head of Security** has the following key roles and responsibilities:

- **Policy Implementation & Reporting:** Execute information and asset security operations in alignment with established policies; report on performance, progress, incidents, and any policy violations
- **Third-Party Oversight:** Define control and audit procedures for business partners and external entities authorized to access company data and assets, ensuring strict compliance with this policy
- **Risk Assessment & Policy Review:** Regularly review security policies, guidelines, and cyber risk assessments. High-risk issues must be formally documented in the Corporate Risk Register
- **Whistleblowing & Enforcement:** Establish reporting channels for potential policy deviations or violations and implement disciplinary actions for employees found in breach of policies and guidelines
- **Communication & Awareness:** Communicate and conduct training sessions to foster security awareness among employees.

2025 Performance

ISO 27001:2022 Standard Certification

True has categorized its business operations based on strategic importance and has upgraded its standards from **ISO/IEC 27001:2013 to ISO/IEC 27001:2022 AI Governance according to ISO/IEC 42001:2023**

True has initiated the expansion of its security management scope to include **Artificial Intelligence Management Systems (AIMS)**, in accordance with the **ISO/IEC 42001:2023** standard. This ensures that the integration of AI technology within the organization is secure, transparent, accountable, and fair.

Key Ongoing Initiatives

Data Classification & User Access Review

Annual Basis: All corporate data is classified by importance, with strict governance over data access requests and information disclosure

Data Loss Prevention (DLP)

100% Implementation: Developed and fully deployed systems to prevent unauthorized data leakage

Disaster Recovery Plan (DRP)

Semi-Annual: DRP and Incident Response plans are developed and executed on a rotational basis for **High Availability (HA)** systems

Penetration & Vulnerable Scan Test

Annual: ıVulnerability assessments and real-time penetration testing are conducted annually to ensure the security and readiness of systems handling **Personal Data**

Risk Assessment / External Audit & Verification

Annual: Comprehensive risk assessments of systems containing personal data are performed against critical IT and cyber threats by both internal and external auditors

Employee Training & Awareness

True conducts **Information Security** training and awareness programs for employees through both online and on-site channels, achieving a **100% participation rate.**

Enterprise Security Services

The Company also offers cybersecurity services tailored for businesses of all sizes and across all industries, including

- **Security Operations Center (SOC):** A next-generation security monitoring center powered by **AI and Machine Learning** for automated threat management. These advanced technologies enhance data analysis and threat detection, enabling rapid and efficient incident response. Our SOC is **ISO/IEC 27001** certified, providing **24/7** continuous business protection.
- **PDPA and Data Protection:** Consulting services for personal data protection in compliance with PDPA. Our expertise covers the entire lifecycle, including process design, data storage, usage, and auditing

Cybersecurity Incident Management Statistics 2025	
The number of data leaks, losses, destructions, or thefts (cases)	0
Revenue lost from data leaks, losses, destructions, or thefts (Thai Baht)	0
The number of customers affected by incidents of data leaks, losses, destruction, or thefts. (people)	0
The number of abnormal incidents that occurred and were prevented (times)	16,460

Way Forward

1. Continuous System Development

Strengthening collaborations with government agencies and private sector partners to further develop AI systems and continuously update threat intelligence databases. This ensures more comprehensive and precise detection and blocking of malicious links, while enhancing the efficiency of defenses against rapidly evolving cyber threats.

2. Additional Cybersecurity Services in 2026

Beyond **True Cybersafe**, which protects against suspicious links, True will launch additional cybersecurity services in 2026 to provide end-to-end customer protection:

- **SMS AI Filter:** Detects and alerts users of fraudulent SMS messages using AI to analyze suspicious message patterns.
- **Call AI Filter:** Filters and alerts users of scam calls by using AI to analyze irregular calling behaviors.

These services will create a comprehensive cybersecurity ecosystem, covering all communication channels to ensure maximum safety for True customers.

GRI 3-3, 418-1

DATA PRIVACY AND RESPONSIBLE AI

2025 Target

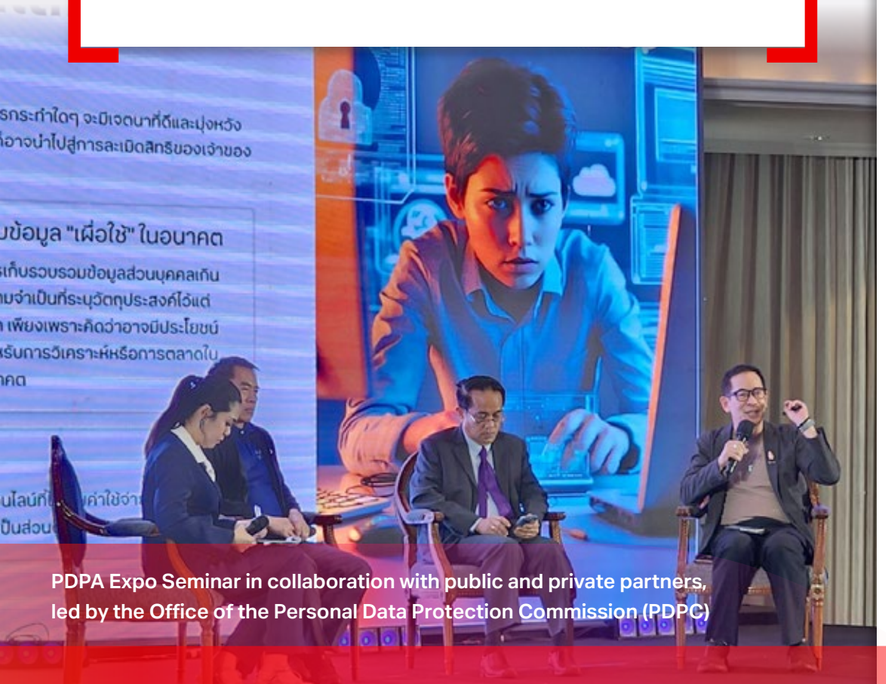
100%

Compliance with PDPA

2025 Performance

100%

Compliance with PDPA, as targeted



PDPA Expo Seminar in collaboration with public and private partners, led by the Office of the Personal Data Protection Commission (PDPC)

In the digital economy, personal data protection serves as the cornerstone of trust. As a leader in telecommunications and communication technology, **True** recognizes its vital role as the frontline defender of users' rights and freedoms against all forms of cyber threats. It is committed to the rigorous management of personal data through strict governance, continuous auditing, and the elevation of security standards to meet global benchmarks.

Furthermore, we are dedicated to strengthening data protection capabilities among our personnel and business partners throughout the value chain, while actively promoting consumer awareness. Our goal is to cultivate a secure and sustainable digital ecosystem, mitigating legal risks and safeguarding long-term organizational reputation and trust.

Management Structure

True committed to respecting and securing personal data at the highest standards, strictly complying with the **Personal Data Protection Act 2019 (PDPA).** We have further elevated our operations to align with international frameworks, such as the **ISO/IEC 27001** Information Security Management System. This commitment spans all core business units, including True Mobile, TrueOnline, TrueVisions, and True Digital, ensuring the utmost confidence and trust for our service users across all sectors.

Personal Data Protection Policy

True has promulgated its **Personal Data Protection Policy** in full compliance with **PDPA** requirements and has integrated key principles from the European Union's **General Data Protection Regulation (GDPR),** the most widely recognized global standard.

This policy is strictly enforced across the entire organization, including subsidiaries, business partners, vendors, and data processors acting on behalf of the Company.

The policy focuses on defining clear roles and responsibilities as a **'Data Controller'.** This includes the authority to determine the purposes and methods of data processing in accordance with Data Governance principles, as well as the enforcement of effective control measures that comply with legal requirements.

Furthermore, True has adopted the framework of the **GSMA,** the global representative body for mobile network operators, as a core standard for our operations. This reflects our commitment to ensuring that every product and service utilizing AI strictly adheres to the Responsible AI Framework.

The GSMA's framework, known as the **"GSMA Responsible AI Maturity Roadmap,"** serves as a vital tool that enables the organization to systematically assess and improve ethical AI practices. This approach simultaneously builds service trust by prioritizing respect for and protection of customer privacy.



Management Structure

True has established a dedicated **Data Privacy Unit** specifically to oversee personal data protection. Its primary mission is to control and audit data management processes to ensure strict compliance with corporate policies and **PDPA** regulations. This unit operates under the supervision of the **Chief Government Relations Officer** and regularly reports its performance and risk management progress to the **Corporate Governance and Sustainability Committee,** as well as to the **Board of Directors.**

True has appointed a **Data Protection Officer (DPO)** to **provide strategic advice to management and employees** regarding risks and best practices in data processing. The DPO is responsible for **monitoring and reporting any non-compliance or policy violations** to management in a timely manner.

The DPO functions with full independence and possesses the authority to audit personal data processing activities across all business units without interference, **ensuring maximum transparency and accountability.**

Furthermore, True adheres to the principle of **transparency.** Any data processing for purposes beyond core telecommunications services must be conducted only upon obtaining explicit **consent** from customers, as required by law.

In addition, True is committed to driving the organization through technology via the **'AI First'** initiative. A **Chief Data and AI Officer** has been appointed to provide integrated strategic direction and oversight for the use of data and Artificial Intelligence (AI) at the policy level.

Data Privacy Management

1. PRIVACY BY DESIGN

Assess data usage to ensure alignment with the intent of the law and defined purposes, in order to design appropriate security measures and data usage controls.

2. DATA GOVERNANCE

Governance and control measures for data storage, access, modification, transfer, migration, retention periods, and disposal.

3. PRIVACY CONSENT

Notifying customers of data retention terms including types of data, scope, and duration and obtaining customer consent through clear procedures in strict compliance with the PDPA.

4. EMPLOYEE TRAINING

Providing training to employees and relevant personnel to foster awareness and an understanding of the importance of respecting and protecting personal data.

5. DATA ASSURANCE

Audit and evaluation processes to ensure data accuracy, completeness, and full compliance with PDPA regulations.

Complaint Handling Process, Management, Remediation, and Penalties

True provides **dedicated reporting channels for employees, customers, business partners, and the public** to report any situations that may deviate from or violate the Company's Information Security and Personal Data Protection policies. All reports undergo a formal process of review, investigation, remediation, and disciplinary action in accordance with the Company's Code of Conduct.

The **Ethics & Compliance** unit is responsible for overseeing these matters. In the event of a personal data breach, the Company has implemented effective legal remediation measures that comply with PDPA criteria and procedures. Any violations of company policy will be subject to legal action. Furthermore, employees found in breach of policies and guidelines will face **disciplinary penalties** under the Company's Code of conduct, in addition to any **penalties prescribed by law.**

Integrity Hotline

INTEGRITY HOTLINE สายด่วนธรรมาภิบาล

https://ss.true.th/s/in-hotline

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

True Call Center 1242 / dtac Call Center 1678

All True Shop branches

2025 Performance

Communication and Training

True conducts annual **online training** to ensure all employees are well-versed in personal data protection and company policies. The 2025 curriculum, **'Privacy is About Respect, Not Just Protection,'** saw a high level of participation, with a 95.48% reach and engagement rate across the organization.

95.48% **of employee**
reach and engagement rate across the organization.

Handling Data Disclosure Requests from Competent Authorities

True has established a formal process for handling **personal data disclosure requests from authorized government agencies.** To ensure that all disclosures are lawful and effective, True has formed a cross-functional committee comprising personnel from various departments, including Legal, Government Relations, and Data & Cybersecurity.

This committee is responsible for evaluating and determining the appropriate response to disclosure orders based on the following key

1. **Transparency:** Verifying whether the order is issued by a competent authority and follows due legal
2. **Necessity:** Assessing whether the objective for requesting the specific data set is truly necessary
3. **Proportionality:** Evaluating whether the volume and scope of the requested data are proportionate and appropriate to the stated purpose
4. **Human Rights:** Ensuring that compliance with the order aligns with human rights principles and verifying the existence of oversight bodies and remediation processes in the event of unauthorized data use or misuse.

Handling Complaints from Government Agencies

Total Number of Data Sets Ordered for Disclosure	74,277 datasets
Total Number of Data Sets Disclosed Following Government Requests	73,291 datasets
Percentage of customer personal data disclosures processed in response to government orders	98.67%

Handling Customer Rights Requests: Access, Correction, Deletion, and Data Portability

True values its privacy rights under the PDPA. **Customers can exercise their data rights** at all True Shop locations or via Call Centers. During 2025, we fulfilled 100% of all customer requests for data access, correction, deletion, and portability, while also handling 826 inquiries for Call Detail Records (CDR).

826 **inquiries for Call Detail Records (CDR) were resolved.**

Handling Complaints and Grievances from Customers and External Organizations

Total Data Privacy Complaints Received Directly from Customers and External Entities	243 datasets
Number of customer privacy complaints filed with the Office of the Personal Data Protection Commission (PDPC)	1 datasets



Way Forward

Looking ahead to 2026, True is committed to establishing a comprehensive Responsible AI (RAI) foundation. Our goal is to elevate AI implementation standards and assess our readiness through the GSMA Responsible AI Maturity Roadmap, a globally recognized benchmark within the telecommunications industry.

Furthermore, the Company has defined a framework and mechanisms to foster a culture of responsibility. We aim to empower employees at all levels with RAI Literacy and RAI Awareness, ensuring that True's technological developments are ethical, transparent, and capable of building long-term trust and confidence among our users.

(GRI 2-7, 2-8, 2-30, 3-3, 401-1, 401-2, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 403-10, 404-1, 404-2, 404-3, 405-1, 405-2, 407-1, IO3)

HUMAN CAPITAL DEVELOPMENT

2025 Target

85%

of employees receive digital skill training

2025 Performance

91%

of employees received digital skill training



Town Hall Meeting

The transition toward the digital era, artificial intelligence (AI), and the green economy is a key force driving major transformations in the labor market by 2030. In response, the World Economic Forum has promoted the creation of quality jobs, fair wages, and employee well-being, alongside lifelong learning. This also includes the responsibility to develop future skills to reduce the digital divide and prepare the workforce to work alongside advanced technologies such as AI, an essential foundation for building sustainable and resilient organizations at the global level.

Management Structure

The Company manages human capital development in line with its **Employment and Labor Management Policy,** with the Human Resources executive team responsible for policy formulation and reporting progress to the **Executive Committee** and **Board of Directors** on a quarterly basis.

In addition, to enhance effective employee care and engagement, the Company conducted the **Organizational Health Index (OHI)** and organized workshops to provide employees with opportunities to exchange ideas and co-develop the corporate culture framework. This resulted in the establishment of the **4C culture - Compassion, Credibility, Co-creation, and Courage,** which forms the foundation of the Company's values and behaviors, together with an operating framework under three key themes:

- **One Team with Trust and Respect**
- **High Performance Organization**
- **Being Customer Centric**



Culture Ignitor training for True Volunteers who Serve as Ambassadors

Human Resources Management Framework

The Company has a strategy for employee care based on the Employee Journey or the HR 6 Framwork to create a Center of Growth and Care



2025 Performance

1 Personnel Recruitment

The Company focuses on attracting talented individuals, particularly young professionals, by strengthening its image as a Tech–Telco Leader and collaborating with leading universities in Thailand and abroad through the **True Internship program.** The program offers second-year and higher undergraduate students hands-on experience, opportunities to learn from industry experts, and the development of future-ready skills. Recruitment and selection are based on clearly defined job qualifications under a **Competency Framework,** while upholding Diversity and Inclusion, ensuring non-discrimination and equal opportunities regardless of gender, race, or religion.

In July 2025, the Company partnered to host **'Job Connect 2025' Fair** under the theme 'Get Hired, Find the Right Team, Master AI Trends.' Featuring over 1,000 vacancies for young talents in Technology, Digital, Marketing, and Creative sectors, the event saw over 3,100 participants and generated more than 6,000 job applications.



Job Connect Fair 2025

2 Human Resource Development

True offers comprehensive employee development programs that cover full-time, contractual, and part-time employees, with an average training expenditure of 17,182 Baht per employee. Our methods include on-the-job learning and expert direction from executives and supervisors. To encourage cross-functional collaboration among employees, True organized the 'Tech Cafe' initiative to foster learning in Telco-tech through various activities, including tech talks, case studies, hands-on workshops, and project presentations. This program promotes cross-functional collaboration and strengthens the employee community network. Additionally, the Microsoft Viva platform is utilized to build a community where employees can connect, communicate, share knowledge, and build relationships with colleagues and executives, fostering continuous learning throughout the organization.

The Company actively promotes a 'Lifelong Learning Culture' through the 'LEARNATHON' project, setting a minimum requirement of 45 upskilling/reskilling hours by 2025. Actual performance surpassed this goal, reaching an average of 58.2 hours per employee.

These initiatives have led to significant business impacts, resulting in revenue increases of 5.0 billion THB. These outcomes have also contributed to an improvement in the employee engagement score.

True Next Gen Project

The True Next Gen program focuses on developing the next generation of leaders to support True's transition toward becoming a top-tier regional Telecom-Tech Company. The 18-month program recruit **young talents for its Tech and Business** tracks, providing them with job rotation opportunities across the group, direct exposure to high-level management, and professional training from various specialists. To date, over 50 talents have successfully graduated from the 2025 cohort.

True Next Gen Learning Circle focuses on experiential learning for our Talents to boost workplace efficiency. Additionally, we are increasing participation in One Young World (OYW), a premier global summit where young leaders from 190+ countries collaborate on vital issues like sustainability, AI, education, peace, equity, and the environment.

A distinctive strength of the program is its structured coaching and mentorship framework. Each talent is paired with a Matrix Manager who serves as a dedicated coach and mentor throughout the journey, providing continuous coaching, developmental feedback, and career guidance. In addition, participants are offered reverse mentoring opportunities with C-suite executives a two-way learning exchange in which talents gain strategic insight and direct exposure to top-level decision-making, while senior leaders benefit from fresh perspectives on emerging technologies and digital trends.

To date, over **50 Talents** have successfully graduated from the 2025 cohort.



True Next Gen Project

Defining Workforce Development Targets and Enhancing Employee Skills in Digital and AI Literacy

True is committed to investing in digital talent development, enabling employees to grow in alignment with our 'AI-First' strategic direction. This approach centers on leveraging AI to transform technology, data systems, and personnel to optimize operations and drive innovation.

Additionally, over 90% of the workforce has completed the 'Digital and AI Foundations' course by True Digital Academy, a comprehensive program featuring both online and hands-on learning.

Furthermore, the Company leverages AI and Data Analytics to enhance human resource development through sophisticated Skill Gap Analysis. This data-driven approach enables personalized Career Path Recommendations, ensuring that employees receive targeted training that aligns both with their individual potential and the strategic requirements of the organization.

Actual performance surpassed this goal, reaching an average of

58.2 hours per employee.

AI Proficiency Development Program for Workforce (AI Users)

This initiative aims to enhance operational efficiency, accelerate workflows, and minimize errors through AI integration. The program is categorized into **five specialized development tracks:**

1. Process Improvement & Automation with AI
2. Data with AI
3. Business & Innovation with AI
4. Digital Marketing with AI
5. Improving Customer Experience with AI

Employees from across all business units are strategically selected to enroll in their relevant tracks. The curriculum combines theoretical learning with practical application, including the development of workplace-related AI projects to drive productivity. In 2025, more than 200 participants successfully graduated from the AI Users program.

Developing Modular & Cross Functional Team Leaders

The Strategic Project & Leadership Development (SPLD) Program and the TAOKAE Program

This program aims to promote employee involvement in the development of various projects that align with the organization's strategy. Employees from different departments are selected to work as cross-functional teams, broadening their knowledge. It is a development program for new leaders through hands-on experience in real business operations, with close guidance from senior executives, allowing for clear results to be measured. In 2025, 317 employees participated in the program, generating additional revenue of 1,299 million Baht and reducing costs by 26 million Baht, totaling 1,325 million Baht.

Strategic People Management

In 2025, our leadership development initiatives included the Strategic People Management program for 180 executives, alongside the People Manager course which equipped over 240 supervisors with effective team management tools and techniques.

Innovative Idea to Market

This initiative aims to cultivate the capabilities of high-potential employees, enabling them to transform concepts into market-ready solutions. The program fosters a long-term growth mindset, responsible decision-making, and customer-centric innovation through immersive, action-based learning and real-world simulations.

Participants are inspired to develop visions focused on long-term success while designing resilient products and services that comprehensively address stakeholder needs and ensure sustainable scalability.

Beyond strengthening entrepreneurial and strategic skills, this development program empowers employees to become change agents—creating value for customers, society, and the organization while collectively building a more sustainable future. In 2025, the program successfully engaged more than 100 participants."

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 2025, 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.

One Young World Thailand

True and Charoen Pokphand Group recognize the paramount importance of nurturing high-potential young talents to become 'Sustainable Future Leaders.' These leaders are equipped with a global vision and a profound sense of global responsibility. For the 10th consecutive year, the Company has supported employee representatives in attending the One Young World Summit, a premier global youth leadership forum. This participation allows them to exchange perspectives and co-create sustainability solutions with young leaders from over 190 countries worldwide.

In 2025, nine employee representatives were selected to attend the summit in Munich, Germany. The goal was to integrate international knowledge and innovative thinking into the Company's operations effectively.



One Young World Project

The core of this initiative is 'Translating Inspiration into Action.' Upon completing the program, these participants become a vital force in driving the company's sustainability strategy, fostering enduring change, and elevating the organization toward international excellence.

Cultural Learning

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

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

3 Human Resource Performance Appraisal

The Company has established a **Performance Management System (PMS)** to support its annual performance evaluation process. This system provides a structured framework for assessing employee performance, with the objective of driving continuous improvement and enhancing employee capabilities across the organization. All employees (100%) are required to participate in the evaluation process by setting measurable and effective performance goals in alignment with the **"SMART"** principles, in collaboration with their supervisors, under a standardized system applied company-wide. "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 adopts a **Multi-dimensional Performance Appraisal** approach through a 360-degree feedback mechanism, incorporating input from supervisors, peers, and subordinates. In addition, employees are evaluated on their adherence to ethical standards, code of conduct, and the Company's core values (4C). Such evaluations are conducted at least twice annually.

Performance outcomes are benchmarked against peers at the same level and communicated directly to employees. The results are used to inform key human capital decisions, including annual training plans, career development, and compensation management. Moreover equality of remuneration is also an important factor in retaining qualified employees

Furthermore, the Company promotes continuous performance development through regular One-on-One discussions between employees and supervisors. Agile Conversations are conducted on monthly basis to monitor progress against agreed objectives, gather feedback, and identify improvement actions. These ongoing engagements support employee development and contribute to year-end performance assessments. In 2025, 100% of employees completed the performance evaluation process.

4 Rewards

The Company adopts a compensation management approach that is compliant with labor laws, equitable, and competitive within the labor market, as benchmarked against external salary surveys. The findings from such surveys are regularly reviewed and adjusted to align with the Company's policies and operational requirements. The objective is to attract, retain, and motivate high-potential talent to drive sustainable business growth. In addition, the Company provides special incentive awards for employees who participate in strategic development programs, with consideration based on both participation outcomes and individual performance evaluations.

With respect to employee welfare, the Company is committed to designing and implementing comprehensive and sustainable benefits that align with the diverse needs and lifestyles of employees across different groups. These initiatives are delivered under the "Plook Rak project, covering four key areas (1) Plook Rak Dharmma, (2) Plook Rak Wealth, (3) Plook Rak Health, and (4) Plook Rak Engagement



Compassionate Leave
15 working days per year, excluding public holidays



Meditation Leave
5 workdays/year



Leave for religious ceremony up to 30 days
i.e. ordination leave



Equal medical benefits
i.e. leave for gender reassignment surgery up to 30 days



Marriage Leave
of 6 working days for all employees including same-sex couples



Parental Leave
for adoption leave up to 7 days



Paternity Leave
Maximum of up to 15 working days per year



Maternity Leave
up to 180 working days/year which exceeds legally required 90 working days,



Birthday Leave
1 day/year in the month of birth

In 2025, the Company conducted annual health check-ups during October–November at True Tower and Piyavate Hospital. The outcomes of these examinations, together with employee health risk profile data, were systematically analyzed to support the identification of health hazards and assessment of work-related health risks. Based on this analysis, the Company implemented proactive and targeted health **surveillance programs** tailored to employees according to their risk levels, with the objective of preventing and mitigating work-related ill health. In 2025, no cases of work-related ill health (occupational diseases) were reported.

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

5 Employee Managemet

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 2025, 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 has set a 'Zero Fatality' goal for all employees. The Health, Safety, Security, and Sustainability (HSS&SCS) Department is responsible for overseeing occupational health, safety, and the working environment. This includes investigating and analyzing the root causes of incidents to implement corrective actions, prevent recurrence (Risk Alert), and ensure compliance with corporate safety measures. These operations are aligned with ISO 45001:2018 standards for occupational health and safety management, which serve to strengthen the organization's safety culture.

In 2025, True Corporation Public Company Limited officially achieved ISO 45001:2018 certification. This milestone represents a significant step in elevating the efficiency of the organization's safety standards, ensuring that everyone can work safely and sustainably. Ultimately, this success supports the Company's commitment to achieving a Proactive Safety Culture by 2030.



ISO 45001:2018 OHS Management Training for Employees

Employee Safety Training Course

In 2025, the Company implemented both online and on-site safety training programs to ensure all employees receive mandatory occupational safety training in accordance with established targets. These initiatives aim to foster participation in proactive safety awareness activities. The curriculum is categorized into General Safety Training and Risk-Based Activity Training, covering all levels from executives and supervisors to general staff. A total of 11,190 training hours were recorded for employees, with the following key programs:

General Safety Training

- Basic Safety Training for New Employees (Orientation)
- Safety Culture and Incident Reporting Training
- Basic Firefighting and Evacuation Drills
- Basic Life Support and Automated External Defibrillator (AED) Training
- CP Safety Passport – G Trainer
- Mandatory Safety & ISO 45001 Training for Employees
- ISO 45001: 2018 Hazard Identification, Risk Assessment, and OHS Legal Requirements
- ISO 45001: 2018 Internal Auditor Training

Risk-Based Activity Training

- Building Inspector Training
- Defensive Driving Training for Company Vehicle Users
- Electrical Safety Training for Electrical Systems Personnel
- TRUE Safe Work Practices – Train the Trainer
- CP Safety Passport – Trainer EC Course
- Occupational Health, Safety, and Working Environment Committee Training
- Safety Officer Training at Executive Level
- Safety Officer Training at Supervisory Level

Communication Channels Between the Company and Employees

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

Supplier Occupational Health and Safety

The Company is committed to reducing severe work-related accidents (including fatalities and lost-time injuries requiring hospitalization) involving both employees and contractors. Our target is a 20% reduction compared to 2024 levels, aiming for 16 cases or fewer (down from 20 cases). To achieve this, a comprehensive safety governance system has been established to foster a proactive safety culture through four key processes:

Proactive Safety Culture

1) Contractor and Supplier Selection

- All contracts must include mandatory safety provisions. Governance must extend to the final tier of contractors performing the work (limited to a maximum of Tier 3 subcontractors).
- A complete list of active contractors must be submitted into the system in accordance with the established standard framework.

2) Training

- The HSS & SCS Department provides safety standards training to significant tier 1 suppliers, covering both legal requirements and company-specific regulations. This is conducted through direct training and a "Train the Trainer" program to ensure coverage for all personnel working for True Corporation. All workers must pass a proficiency test with a minimum score of 80%.
- Random audits are conducted to assess the effectiveness and quality of the training.

3) On-site Safety Inspection

- Safety inspections must cover all work categories and all contractor tiers, proportionate to the volume of assigned work.
- Inspections are conducted according to a fixed schedule and on a random basis to verify worker qualifications before and during operations. This is executed via photo verification, online live inspections, or physical on-site visits, with findings reported for immediate corrective action.

4) Standard Control and Enforcement

- The Company develops and consolidates Standard Operating Procedures (SOP) and Job Safety Analysis (JSA). Workers must sign to acknowledge these requirements before commencing work. Non-compliance with safety standards will result in disciplinary actions or penalties as specified.



Real-time Safety Inspection via Video Call

Online Live Safety Inspection

This is a real-time safety inspection approach conducted via video call, developed by True HSS to oversee field contractors during actual operations. Inspections are carried out on a random basis in collaboration with the contractors' Operation and Safety teams to verify safety readiness prior to commencing work. The assessment covers four key areas:

(a) Task risk assessment
(b) Worker qualifications and training
(c) Readiness of equipment and personal protective equipment (PPE)
(d) Safety communication

If any risks are identified, a Stop Work order will be immediately enforced until all issues are rectified in accordance with established standards. This approach enables True to efficiently monitor a large volume of activities, enhance risk control, and foster a strong safety culture across the organization.



Safety Training During Operations for Suppliers and Contractors

Supplier Safety Training Course

In 2025, the **TRUE Safe Work Practices – Train the Trainer Program** was developed to provide safety training for suppliers and subcontractors engaged in high-risk operations. The program aims to ensure that all personnel clearly understand:

- Safety goals and policies
- Rules, regulations, and requirements for safe working practices
- The "5P (5 Readiness)" principles for safe operations at worksites
- Risk assessment and job hazard analysis
- Reporting of unsafe conditions and work-related incidents

A total of 10,690 suppliers' personnel successfully completed the training. In addition, they actively participated in safety awareness initiatives, such as reporting incidents through the SuccessFactors system and adhering to TRUE's safety behavior principles, **"Stay TRUE to Safety"** which is comprised of T: Take a pause, safety first; R: Report immediately; U: Use the right equipment; and E: Educate yourself. These efforts help strengthen proactive safety awareness and reinforce a strong safety culture across all operations.



6 EXIT

Happy Retirement

True recognizes the importance of supporting employees at every stage of life, including helping them prepare for a happy and financially secure retirement. Through the Happy Retirement Program, the Company facilitates a smooth and meaningful transition into this new phase of life. The program is conducted annually and provides guidance on effective savings and investment management, post-retirement financial planning and income allocation, as well as optimizing benefits from the provident fund. This initiative aims to equip employees with the knowledge and confidence to achieve long-term financial well-being and a fulfilling retirement.

Management and Staff Engagement Activities

Townhall Activities

Town Hall Meetings are organized quarterly to communicate key information from senior executives to all employees. These sessions aim to foster a shared understanding of the Company's direction, strategy, and goals, while also providing an open platform for employees to share feedback and raise questions.





Townhall Activities

Employee Clubs Activities

The Company has established 10 employee clubs based on diverse interests, including Badminton, Music, Running, Religion, Basketball, Football, Travel, Yoga, Volunteer, and the "Bring Your Best" Club. These initiatives aim to strengthen unity and collaboration among employees by providing opportunities to engage in activities aligned with their personal interests. In addition, the clubs contribute to fostering innovation and enhancing creativity within the organization. More than 1,400 employees have actively participated in these activities.



Basketball Club



Yoga Club



Music Club



Football Club



Bring Your Best Club



Running Club

Employee Engagement Survey

The Company's strong commitment to employee well-being is reflected in the results of its Employee Engagement Survey, conducted using the globally recognized **Gallup Engagement Survey.** Gallup's Q12® questionnaire, which covers both physical and mental well-being, indicated an overall employee engagement and satisfaction score of 82.5%, exceeding the target of 74%. This achievement highlights the Company's success in fostering a work environment that supports well-being, emotional security, and employee growth.

In addition, the Company conducts quarterly **Pulse Surveys** to closely and continuously monitor employee sentiment on key issues. This enables timely identification of emerging trends, needs, and expectations among employees.

The survey results are systematically analyzed and used to inform human resource management strategies, including career development, employee engagement initiatives, enhancement of the employee experience, and retention of high-potential employees. These efforts ensure that employees can grow sustainably alongside the organization.

Way Forward

The Company is committed to enhancing workforce capabilities to support a full transition into the digital era by developing and nurturing AI specialists who can drive future-ready innovations. At the same time, it places the highest priority on employees' quality of life and safety across all aspects of operations.

In addition, True focuses on fostering an inclusive and engaging work environment that promotes equality and empowers employees to realize their full potential. This approach supports strong and sustainable organizational growth.

GRI 3-3, 406-1, 408-1, 409-1, 411-1, 412-1, PA7

HUMAN RIGHTS MANAGEMENT

2025 Target

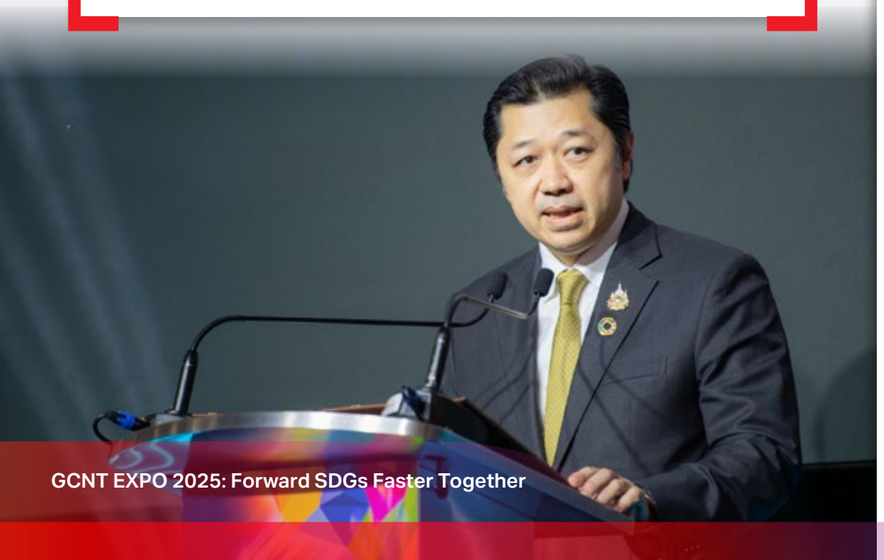
100%
Conduct human rights due diligence, covering 100% of business activities of True Group

50%
Business partners, joint ventures, and suppliers are assessed for Human Rights Due Diligence.

2025 Performance

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

54.5%
Business partners, joint ventures, and suppliers were assessed for human rights due diligence.


GCNT EXPO 2025: Forward SDGs Faster Together

True is committed to addressing human rights challenges across its complex supply chain, which requires robust oversight to ensure that suppliers consistently comply with international standards. In addition, the Company promotes an organizational culture that embraces diversity and inclusion, while proactively preparing for increasingly stringent regulatory requirements. These efforts support the Company's journey toward sustainable growth, grounded in genuine respect for human rights.

Management Structure

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

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

In addition, True is a **founding member of the United Nations Global Compact Network Thailand (UNGCNT),** demonstrating its commitment to elevating Thai business standards in alignment with international principles. The Company places strong emphasis on advancing human rights alongside environmental stewardship.

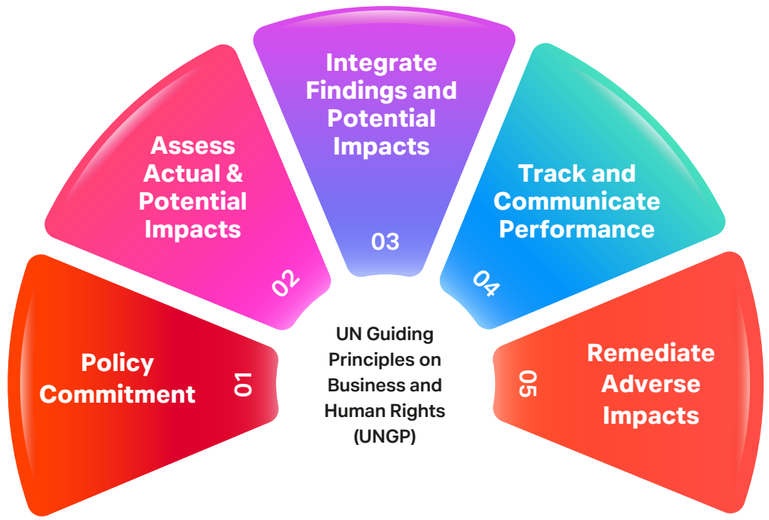
True's Human Rights Policy aligns with national laws and international human rights standards, including:

- The Universal Declaration of Human Rights (UDHR) — United Nations Universal Declaration of Human Rights
- The United Nations Global Compact (UNGC) — United Nations Global Compact
- United Nations Guiding Principles on Business and Human Rights (UNGP) — UNITED NATIONS HUMAN RIGHTS OFFICE OF THE HIGH COMMISSIONER
- The Organization for Economic Cooperation and Development (OECD) — OECD
- International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work — International Labour Organization

2025 Performance

Human Rights Due Diligence: HRDD

True adopts the United Nations Guiding Principles on Business and Human Rights (UNGP) as its operational framework, aligning with internationally recognized standards. A key mechanism in this approach is the Human Rights Due Diligence (HRDD) process, which comprises five core elements.



Policy & Commitment

The Company is committed to conducting business in accordance with human rights principles, with our **Human Rights Policy** serving as the core framework. This policy establishes a foundation for respecting human dignity across the supply chain and is integrated into practice through key supporting policies designed to comprehensively mitigate risks, including:

- Discrimination Policy: To promote equality and inclusivity.
- Employment and Labor Management Policy: To protect rights and ensure fair labor practices.
- Occupational Health and Safety Policy: To safeguard the well-being and safety of our workforce.

Furthermore, the Company extends its responsibility to business partners through the Business Partner Code of Conduct. This ensures that all partners and affiliates adhere to the same rigorous standards, fostering a business ecosystem that is entirely free from human rights violations.

Human Rights Policy

Discrimination Policy

Employment and Labor Management Policy

Occupational Health and Safety Policy

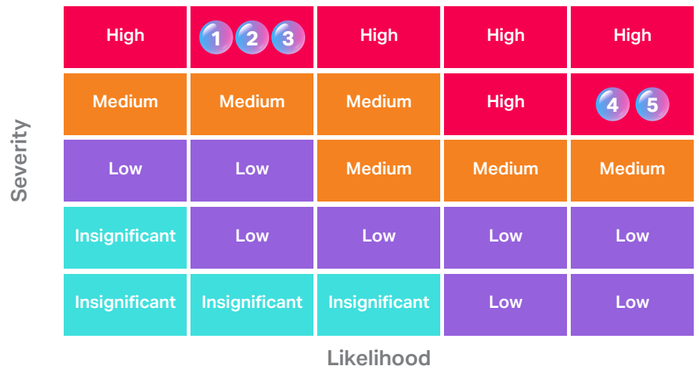
Business Partner Code of Conduct

Assess Actual & Potential Human Rights Impacts

True conducts systematic Human Rights Impact Assessments (HRIA) by engaging world-class consulting firms to facilitate operational workshops with internal departments and stakeholder representatives across the value chain. This process is designed to comprehensively identify and analyze both actual and potential human rights risks, ensuring that corporate growth does not yield negative impacts on any stakeholder group.

The assessment encompasses the Company's employees and relevant rights holders at risk of infringement including Suppliers/ business partners, contractors, local communities, and customers. Furthermore, it specifically accounts for diverse groups such as LGBTQI+, ethnic and religious minorities, and persons with disabilities, as well as vulnerable groups such as the elderly, women, pregnant women, and children. In response to these findings, the Company has established robust preventive and corrective measures

Salient Human Rights Issues



1. Online safety for children and youth Internet fraud
2. Online scams
3. Health and safety of suppliers/contractors
4. Discrimination against vulnerable customer groups
5. Community health and safety

Human Rights Risk Assessment in Own Operation

The Company conducts comprehensive human rights risk assessments covering 100% of business activities and internal employees across all departments. Through dedicated workshops, each unit identifies and evaluates risks directly related to their specific operational roles. This process enables the identification and prioritization of Salient Human Rights Issues, followed by the implementation of effective risk mitigation measures. These formal assessments are conducted every two years, with an internal performance review performed annually to ensure continuous improvement.

Salient Human Rights Issues in Own Operation

Salient Issues	Prevention and Remediation Measures	Results
Right holder : Customer		
• Discrimination: Inaccessibility of digital applications for persons with disabilities	• Developing inclusive apps for customers with disabilities, featuring screen reader compatibility and voice-support functions. These enhancements enable users to access information and perform transactions independently, conveniently, and safely.	• The True App features functions that assist people with hearing impairments and allows them to contact the Customer Service Center via video call (Video Chat) free of charge, with no service fees.
• Online Safety for Children and Youth: Exposure to violent, pornographic, or gambling content due to insufficient digital filtering systems	• Developing online safety curricula and activities to equip youth against digital risks and threats. • Partnering with government and key organizations to integrate national safe internet standards	• 12,072 students trained in the 'Digital Literacy & Online Safety' program
• Online Scams, Fraudulent SMS and call center activities designed to solicit personal information or financial assets	• True CyberSafe: A free, AI-powered intelligent threat prevention system integrated into True and dtac networks. It provides 24/7 automated detection and alerts, leveraging a database of over 100,000 risky URLs to block suspicious links and websites. The system also filters scam calls and SMS in collaboration with Cyber Police, supported by the 9777 Hotline for reporting and blocking fraudulent numbers.	• 3.2 million phishing links automatically blocked
Right holder: Supplier/ Contractor•		
• Health and Safety of Suppliers/ Contractors (e.g., installation of telecommunications towers or communication lines): Inadequate safety standards or insufficient personal protective equipment (PPE) may lead to serious accidents, including fatalities	• Enforce the Supplier and Business Partner Code of Conduct and verify compliance through audits by the Company and internationally accredited bodies. • Provide contractor safety training and Train-the-Trainer programs, covering prequalification requirements, hazard control (JSA), working at height, electrical safety, and LOTO procedures. • Implement safety action plans with strong leadership involvement, focusing on four areas: safety leadership and accountability, capability development, governance and safety management systems, and safety communication. • Conduct random on-site inspections to ensure compliance with safety standards, particularly in high-risk operations such as broadband services.	• Zero fatalities among suppliers and contractors from work-related incidents (0 cases) • 100% reporting of serious incidents within the Company's specified timeframe, including root cause identification and preventive measures to avoid recurrence • 100% ESG audits of suppliers in alignment with the BPM/DJSI framework, with findings used to establish preventive and mitigation measures for the following year
Right holder: Local Community		
• Health and Safety of Local Communities (Disorganized or sagging overhead cables on utility poles. These hazards can cause accidents for motorcyclists and pedestrians, leading to physical injuries and property damage.)	• Establish policies to control high-risk areas around telecommunications towers and distribution lines, restricting community access to hazardous zones to ensure safety. • Implement plans to expand the underground installation of communication cables in both Bangkok and other provinces. • Replace nationwide drop wires with new installations that comply with electrical safety standards. • Conduct regular inspections of drop wires every 3–6 months. • Provide accessible grievance channels for community members through company staff, website, email, and call center. • Promote community awareness by providing accurate information, ensuring a shared understanding that telecommunications towers do not emit harmful	• Zero incidents of cable-related public injuries



Conducting Comprehensive Human Rights Due Diligence (HRDD) in Own Operations

2.2 Human Rights Due Diligence of Significant Suppliers

True has expanded the scope of its human rights risk assessment to include direct (Tier 1) key suppliers by sponsoring the engagement of specialized consulting firms to conduct risk evaluations. This approach enables the Company to define appropriate strategies, guidelines, and preventive and remedial measures, allowing for timely monitoring of potential violations. It also ensures that business operations across the supply chain are firmly grounded in respect for human rights. As a result, one salient human rights risk issue has been identified: Occupational Health and Safety of Suppliers.

Salient Human Rights Issues of Significant Suppliers	
Salient Issues	Prevention and Remediation Measures
Occupational Health and Safety of Suppliers	• Establish and communicate a Human Rights Policy. • Implement safety policies that cover suppliers and contractors. • Require Job Hazard Analysis (JHA) prior to commencing all work activities. • Ensure all equipment and tools are adequate and in proper working condition. • Empower suppliers and contractors to exercise Stop Work authority upon identifying risks. • Provide health and accident insurance coverage for suppliers and contractors

The consulting firm has established risk mitigation approaches, including preventive measures, monitoring, verification, corrective actions, and remediation processes in cases of violations. The Company's Safety, Occupational Health, and Work Environment functions, together with responsible units, oversee compliance with these measures and continuously monitor implementation progress.



Conducting Comprehensive Human Rights Due Diligence (HRDD) of Significant Suppliers

True participated in a workshop with the Department of Labour Protection and Welfare to adopt guidelines on preventing and addressing sexual harassment. These are applied to strengthen ethical management and ensure equal protection of employees' rights and well-being in line with international human rights principles.



Workshop with the Department of Labour Protection and Welfare

Human Rights Complaint Management Process

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

Grievance Mechanisms

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

Remedy

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

Way Forward

The Company aims to strengthen human rights management by expanding Human Rights Due Diligence (HRDD) across its operations and key suppliers, supporting ethical AI use and advancing contractor safety toward a Zero Fatality goal.

It also continues to promote human rights awareness among employees and partners to foster a culture of respect, mitigate risks, and drive sustainable growth.

GRI 3-3, 201-1, 413-1, PA2

DIGITAL INCLUSION AND EDUCATION

2025 Target

26.51 million Users
gain access to learning Resources and information (cumulative)

7.21 million Users
participate educational projects and develop lifelong learning skills

2025 Performance

26.51 million Users
gained access to learning resources and information (cumulative)

7.25 million Users
participated in educational projects and developed lifelong learning skills



Students at the Learning Center

The future of education faces the critical challenge of keeping pace with rapid technological shifts. Educational inequality is no longer confined to a shortage of textbooks or physical classrooms. Today, a more profound crisis has emerged: the widening 'Digital Divide.' This gap extends beyond mere internet access, encompassing a lack of Digital Literacy and the inability to leverage AI for Lifelong Learning. Bridging this divide is essential to meeting the demands of an ever-evolving labor market.

Management Structure

True is committed to transforming Thai education by leveraging our 5G infrastructure and smart platforms. By bringing global knowledge to every student's fingertips, we ensure equal learning opportunities and a digital-ready future for all.

The **Corporate Governance and Sustainability Committee** oversees these educational initiatives, ensuring that Thai people, including youth in remote areas, can access educational resources and develop future-ready skills. This will help bridge the educational inequality gap nationwide.

Thai Education Enhancement Strategy

The five core strategies of educational access initiatives are designed to form an integrated ecosystem designed to elevates the overall standard of education.

1. **Standards & Transparency**
2. **Market Mechanisms**
3. **High Quality Principals & Teachers**
4. **Child Centric & Curriculum**
5. **Digital & AI Infrastructure**

2025 Performance

True has undertaken a wide range of initiatives, such as producing educational materials that integrate knowledge with moral values, both inside and outside the classroom, under programs including True Plookpanya, True Little Monk, and True Click Life.

In addition, these efforts have been expanded nationwide through participation as one of the 12 founding private-sector organizations of the CONNEXT ED Foundation (CONNEXT ED Foundation). This foundation is a collaboration among the public sector, civil society, and the private sector, aimed at elevating the quality of Thailand's basic education to international standards. At present, 61 private-sector organizations are involved in providing support. The foundation operates its projects based on the following five core strategies:

1 Standards & Transparency

School Management System (SMS)

True has elevated educational governance through the School Management System (SMS) on connexted.org. This digital platform is a key driver of transparency, aggregating deep insights from all CONNEXT ED schools. The system empowers institutions to create precision development plans tailored to their unique contexts, covering School Info, KPIs, School Grading, and School Plans.



School Management System Dashboard

Furthermore, this data is synthesized into a publicly accessible Dashboard, providing both macro-level overviews and micro-level school insights. This open-access approach allows all stakeholders to analyze, evaluate, and strategize school improvements effectively, fostering sustainable collaborative development. Currently, the system manages data for 7,028 schools nationwide.

2 Market Mechanisms

The School Partner

The School Partner initiative develops next-generation leaders and fosters a strong sense of public service among employees. This role allows staff to work directly on-site as strategic consultants, collaborating closely with school principals, teachers, and communities. Together, they analyze core challenges and design School Plans that effectively address the specific needs of each institution. In 2025, the success of this model led to government endorsement, expanding the program to include Educational Supervisors as public-sector School Partners. Currently, 2,145 School Partners have been deployed, achieving 100% coverage across all schools in the CONNEXT ED program.



School Partner Field Operations

CONNEXTED CROWDFUNDING

This Educational Fundraising Platform serves as a central hub through connexted.org, inviting the public to participate in educational development. The platform provides transparent access to school projects, allowing donors to understand each school's unique context, monitor progress, and track the impact of their contributions in real-time.

Every project featured on the platform undergoes a rigorous screening process by a joint committee of public and private sector experts. This ensures that each initiative directly addresses the genuine needs of the school. To date, the platform has successfully mobilized over 115 million Baht in funding for school development projects nationwide.

3 High Quality Principals & Teachers

Professional Development for the 21st Century

True is dedicated to elevating educational quality through a systematic personnel development strategy. In collaboration with industry experts, we provide continuous training in essential 21st-century skills, encompassing both soft and hard skills. Key areas of focus include Digital Literacy, Coaching and Facilitation, and Leadership. In 2025, our initiatives successfully empowered over 82,000 educators nationwide, equipping them with the tools to lead modern classrooms effectively.

ICT TALENT

ICT TALENT serves as a strategic consultant, empowering school administrators, teachers, and communities to effectively integrate ICT media and equipment into learning management. Their dual role includes ensuring all digital tools remain optimized and ready for use. We prioritize local recruitment, selecting ICT experts through a rigorous interview and intensive training process before they are deployed to their communities.

The presence of ICT Talents has led to a 76% increase in technology integration within classrooms. Recognizing this success, the government has adopted this model as a national policy, mandating an ICT Talent position in every CONNEXT ED school. By 2025, over 7,000 ICT Talents have been deployed, achieving 100% coverage across all schools under the CONNEXT ED program.



The Operations of ICT Talent

4 Child Centric & Curriculum

Learning Centers

True has established Learning Centers to enhance student potential through Child-centric and Action-based Learning, integrated with moral and ethical values. This process cultivates essential skills: Questioning, Researching, Collaborating, Reasoning, and Continuous Improvement. These centers serve as incubators for future skills, offering workshops and creative activities designed for the modern educational context.

In partnership with the Faculty of Education, Chulalongkorn University, we have developed teacher training programs focused on the 'Facilitator' role and conducted research to create model Learning Centers for foundation-supported schools. Currently, there are 1,876 Learning Centers nationwide, with plans for further expansion to schools across the country.



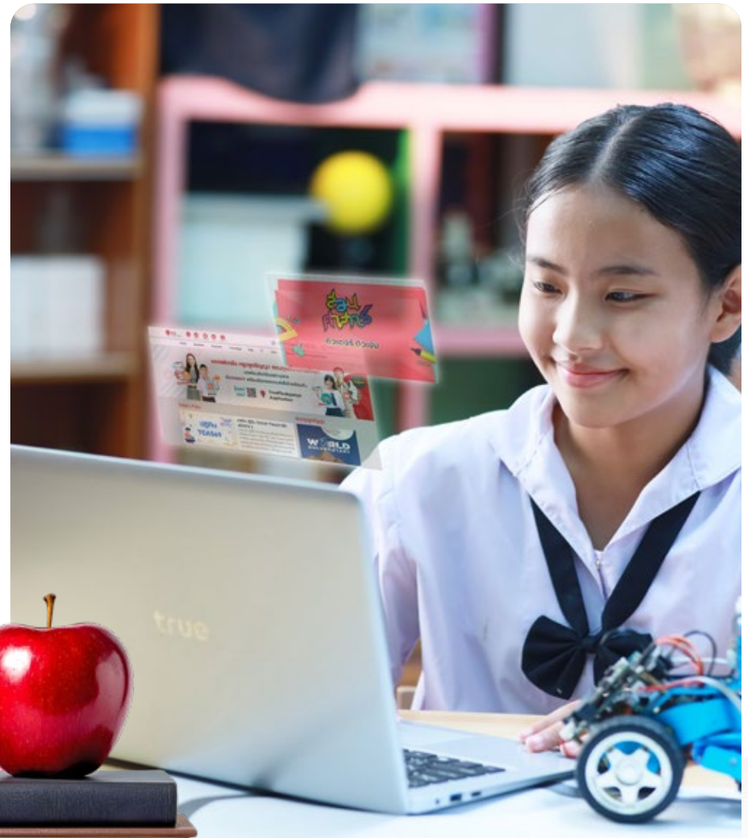
Learning Centers

World library

World Library is an AI-powered global knowledge hub available at https://worldlibrary.connexted.org. It is a digital repository aggregating high-quality educational resources from global partners. By integrating AI technology, the platform optimizes content delivery for educators, students, and parents, ensuring maximum impact. This initiative significantly reduces teachers' workloads in sourcing and preparing instructional materials. As of 2025, the library hosts over 12,000 content items, with strategic plans for continuous annual expansion to meet evolving educational needs.

True Plookpanya Project

The Company is committed to transforming education through digital technology by developing a Knowledge-Base Learning system. This digital repository systematically consolidates high-quality instructional media to bridge the educational gap, ensuring that students nationwide have equal access to expertise and world-class learning resources.



True Plookpanya leverages its telecommunications and innovative capabilities to elevate the quality of Thai education. Our mission is to provide equal access to knowledge and digital media by building a comprehensive Learning Ecosystem. This includes installing educational channels and high-speed internet in schools nationwide, developing a vast digital knowledge repository via our website and application, and organizing empowerment activities for students and teachers. Together, these efforts drive the creation of a 'Sustainable Learning Society' for all.

True Plookpanya TV station

A 24-hour educational television channel (available on TrueVisions Channels 37 and 111) that integrates academic knowledge with moral and ethical values for viewers of all ages. Under the concept 'Knowledge with Fun,' the channel offers specialized programming, including intensive exam preparation for students, inspirational content, and career and educational guidance. Our mission is to expand access to high-quality education for households and schools nationwide.

The Educational Channel



True Plookpanya: The Educational Channel

True Plookpanya Website (www.trueplookpanya.com)

The No. 1 educational website in the country for seven consecutive years* (with UIP). A digital knowledge repository covering a wide range of categories designed to develop the potential of Thai people. It serves as a comprehensive source of lesson content, educational video clips, and exam practice materials for preparation for various examinations (from kindergarten to university level), along with career guidance and further education information. It is also a centralized hub of content for developing skills, general knowledge, and profession-specific expertise, which can be used to plan personal development toward one's goals.

*Statistics from truehits.net



True Plookpanya Website

True Plookpanya Application

A portable learning innovation that integrates standout features into a mobile platform, designed to support modern learning lifestyles (Mobile Learning). Learners at all educational levels, along with teachers, parents, and the general public, can easily access useful content tailored to the specific needs of each group through preset functions. The platform also offers key features such as the "Exam Hub" for online practice tests and "Plook Explorer" for self-discovery, enabling users to better understand their interests and potential. With high-quality multimedia content available anytime and anywhere, learning can truly take place without limits.



True Plookpanya Application

The 11th True Little Monk Program

True Little Monk Program is a live reality Dhamma program that follows 12 young boys (aged 7–12) during their one-month summer ordination as novice monks. Under the core concept of 'Gratitude and Goodness,' these representatives from across the country embark on a spiritual journey at Dhavi Dharma Meditation Center in Nakhon Ratchasima. The four-week curriculum is structured into four transformative stages: Love, Learn, Persevere, and Give.

The program provides 24-hour live broadcasting of the novices' daily routines, creating a 'global classroom' accessible via True Group's diverse platforms, including TrueVisions, TrueID, TrueNow, and the official project website. In 2025, the program saw overwhelming success with over 7,000 applicants and reached a total of 11.07 million viewers nationwide.



The 11th True Little Monk Program

True Click Life Project

True is committed to elevating the quality of Thai education through our 'Creative Learning Solution', a comprehensive educational service for private schools from Kindergarten to Grade 12. Our expertise covers five core curricula: Computing Science, English, Chinese, Robotics, and Music.

It enhances learning quality through a Child-centered Learning approach, fostering essential future skills alongside moral and ethical values via modern multimedia. To support the digital transformation of educational institutions, we provide the G-CONNECT smart platform to streamline administration and systematically upskill educators.

True Click Life is trusted by schools across the ASEAN region. In the past year, the program generated a total revenue of 104 million Baht, reflecting our international standards and strong regional recognition.



True Click Life Project

5 Digital & AI Infrastructure

Notebook for Education

The project facilitates the donation of new and pre-owned laptops and ICT gadgets to schools, promoting student-centered learning that can happen 'anywhere, anytime.' In collaboration with public and private partners, we established a donation platform via connexted.org.

In collaboration with the Office of the Basic Education Commission (OBEC) and Vocational Institutions, all equipment undergoes quality checks and the installation of Filtering Software for student safety before delivery.

By the end of 2025, True successfully distributed 55,488 devices to schools. This initiative is reinforced by comprehensive teacher training and continuous performance monitoring to ensure effective technology integration in classrooms.



Notebook for Education

Way Forward

The Company is committed to evolving our infrastructure - from basic media and internet installation to transforming CONNEXT ED schools into community 'Smart Learning Hubs.' By leveraging 5G and IoT technologies, we are creating Smart Classrooms that enable seamless, real-time cross-border education. This initiative bridges the gap for rural students, allowing them to access top-tier urban classrooms with a fully immersive experience, as if they were learning in the same room.

LIVING WELL



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

GRI 2-29, 3-3, PA1, PA3, PA4, PA5

NETWORK AVAILABILITY AND RELIABILITY

2025 Target

95%
5G Network Coverage of Population

< 1.5 **Hours/Consumer/Year**
on Average System Average Interruption Duration Index (SAIDI)

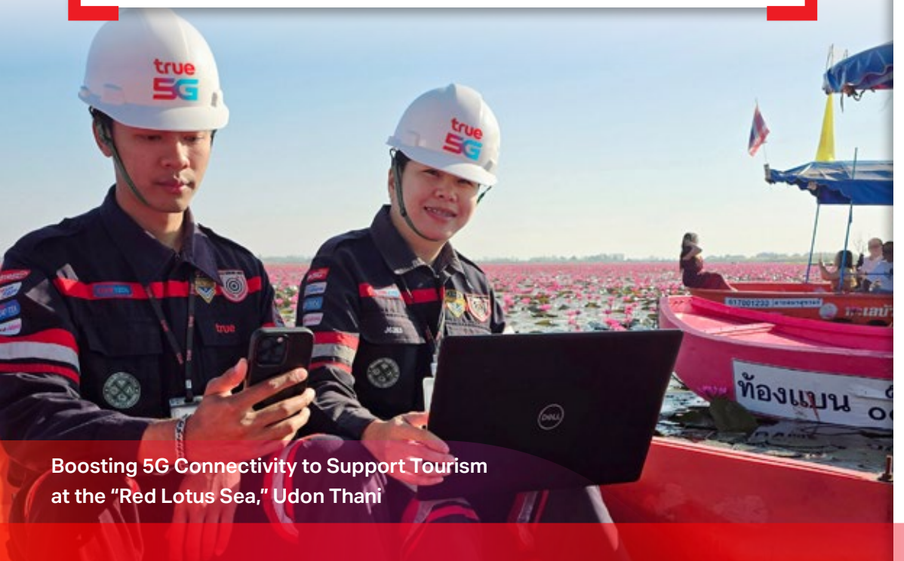
* Refer to: System Average Interruption Duration Index (SAIDI)

2025 Performance

94%
5G Network Coverage of Population

0.117 **Hours/Consumer/Year**
on Average System Average Interruption Duration Index (SAIDI)

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



Boosting 5G Connectivity to Support Tourism at the "Red Lotus Sea," Udon Thani

Telecommunications companies face increasing challenges in investing and upgrading 4G/5G networks to ensure coverage, stability, and readiness for emerging technologies such as 5G-Advanced and satellite communications. Rising energy and infrastructure costs, alongside the need to reduce greenhouse gas emissions in line with corporate and global sustainability targets, add further pressure. In addition, stricter data protection and cybersecurity requirements remain critical priorities.

Management Structure

The Company has established guidelines for the development and expansion of telecommunications networks to enhance quality, efficiency, and nationwide coverage. This includes promoting the use of clean energy alongside the deployment of network infrastructure and tower installations that are safe for surrounding communities and the environment. All operations comply with applicable laws and aim to exceed regulatory standards.

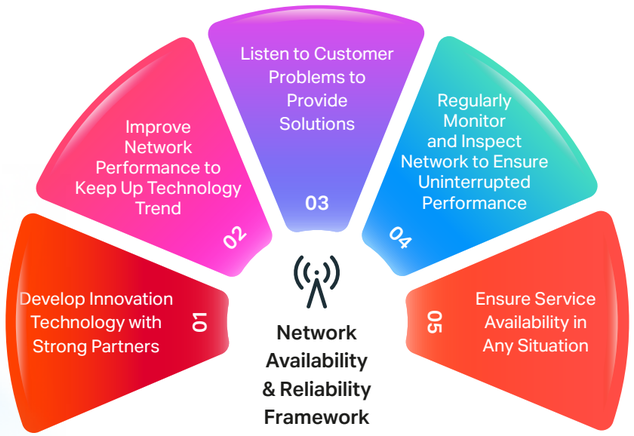
Management Structure

The operation of network infrastructure is managed by the **Technology Group,** which is responsible for setting strategies and operating the signal tower network in alignment with the Company's policies and operational guidelines. This includes continuous monitoring, review, and reporting of performance to the **Executive Committee** to ensure efficiency and alignment with organizational goals.



Network Availability & Reliability Framework

The Company is strengthening its network leadership through **three strategies** - 3 Zero: Zero Touch: AI-driven automation to proactively identify issues; Zero Wait: real-time network optimization that adapts to customer behavior; and Zero Trouble: AI-powered analytics to predict and prevent network disruption to improve both network performance and customer experience, focusing on **Reliability** that customers can trust in every situation, **Superiority** in quality, speed, and coverage, and **Innovation** through continuous development for service excellence. The Company also embraces **the concept "POWER UP NATION'S SMILE – Ready! UP Signal, UP Happiness,"** reflecting a stronger network that delivers greater happiness in every dimension and ensures confidence for Thai people in every situation.



2025 Performance

High-Performance Network Development

True is advancing **Network Modernization** by building a robust, high-performance digital infrastructure to support current demand and future technologies. The Company has expanded 5G and 4G coverage, increasing 5G speeds by up to 4.39 times for dtac customers and 1.09 times for True customers.

Network performance is further enhanced through **Spectrum Pooling Technology,** integrating the spectrum assets of True and dtac into a single network. This enables seamless resource sharing, delivering stronger signal quality, faster speeds, and more consistent nationwide performance.

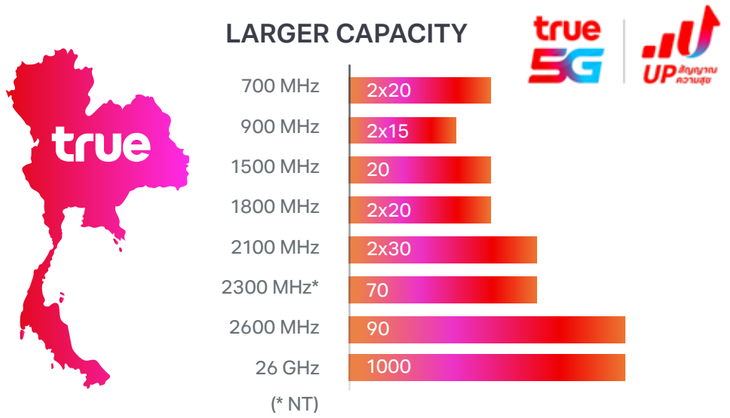
In addition, One Network modernization supports environmental sustainability by reducing redundant towers and improving energy efficiency through **AI and machine learning,** contributing to a 15–20% reduction in carbon emissions in line with the Company's net-zero target by 2050.



Network Modernization Redefining Thailand's Telecom Landscape

Enhancing Nationwide Coverage

True holds **Thailand's most comprehensive spectrum portfolio, with eight bands** spanning low, mid and high band spectrum. This enables continuous network optimization, enhances infrastructure performance, and supports efficient delivery of 5G and 4G services across diverse coverage areas and use cases nationwide.



In 2025, True provided 5G coverage across Thailand, particularly in key economic areas including the Bangkok Metropolitan Region (BMR) and the Eastern Economic Corridor (EEC). Coverage reached 99% in the BMR and 94% nationwide. However, network modernization and site constraints in some border areas affected the Company's ability to meet its targets.

The Company has a strategy to expand network coverage through modernization, integrating infrastructure into a single, unified network to enhance network performance. In parallel, efforts are underway to address site-related constraints and extend digital infrastructure to border areas, enabling inclusive and equitable access to essential telecommunications services.

Network Expansion into Remote Areas

The Company **continues to expand 5G and 4G network coverage nationwide,** particularly in remote areas, to enhance inclusive and equitable access to essential telecommunications services.



Enhancing Connectivity in Ban Laosu Nok, Chae Hom District, Lampang

Ban Laosu Nok, Chae Hom District, Lampang, is a remote village surrounded by steep hills that lacked access to telecommunications for over 31 years. With about 60 residents across 20 households, the community has limited access to basic communication services.

True conducted site surveys and installed a mobile base station, enabling mobile connectivity. This improves communication, reduces health risks in emergencies, enhances access to education, and supports livelihoods. Most residents cultivate coffee as their primary livelihood, and with mobile access, they can directly contact buyers and conduct transactions. This increases income and creates economic value, strengthening long-term community resilience.

2025 Performance

Network Availability

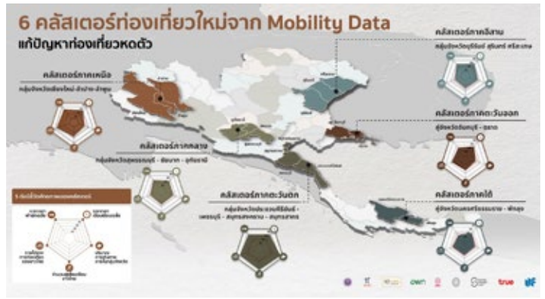
True operates its digital network via the **Business and Network Intelligence Center (BNIC),** supported by 24/7 engineering teams and **AI-driven monitoring systems.** The Company has achieved **Autonomous Network (AN) Level 4.0 validation from TM Forum** in the categories of "Service Assurance for Individual Services" and "RAN Energy Efficiency Optimization," enhancing network efficiency while ensuring resilient, stable, and high-speed 5G and 4G connectivity.

In 2025, the **System Average Interruption Frequency Index (SAIFI)** was 0.042 times/consumer/year, and the **System Average Interruption Duration Index (SAIDI)** was 0.117 hours/consumer/year (6.996 minutes/consumer/year). The increase compared to the previous year was primarily due to a power system failure at the main network center. The engineering team immediately resolved the issue and transferred customers to an alternative core network to mitigate the impact.

In response, True has deployed the **AI-CODC system, an AI-powered solution for real-time monitoring and management of base station performance.** In the event of a base station outage, the system automatically adjusts signals from neighboring base stations to compensate for coverage gaps, ensuring continuous service availability.

Mobility Data Platform

True leverages its 5G-enabled Mobility Data Platform to **analyze real-time population mobility,** providing insights for government agencies to support disaster response and recovery. The data is also used to promote tourism through **"Must-Visit Cities"** and new routes under the Cluster Tourism Strategy.



Mobility Data Platform

Guarantee Service Availability in all Circumstances



Supporting Earthquake-induced Building Collapse Rescue Operations

During crises such as flooding, earthquake-related building collapses, and road collapses, the Company **implements comprehensive emergency preparedness,** including customer support and network monitoring in affected areas. Engineering teams, Cell-on-Wheel (COW) units, backup equipment, and AI systems operate 24/7 to maintain network performance, ensuring continuous service and reliable communication.



Support Communication Technologies for the 33rd SEA Games

True supported communication technologies for the **33rd Southeast Asian Games (SEA Games 2025)**, held from 9–20 December 2025. This included deploying Cell-on-Wheels units and network solutions at over 130 locations, along with high-speed fiber internet and WiFi at media centers in all host provinces. These ensured seamless communication and enabled fast, accurate, and continuous reporting via 5G and 4G.

Way Forward

- Expand 5G coverage to reach 95% of the population nationwide by accelerating network modernization and resolving site-related constraints in overlapping areas
- Raise 5G standards by conducting proof-of-concept (POC) tests of carrier aggregation on 2600 MHz and 2300 MHz to further enhance network capability

GRI 2-29, 3-3, PA2, PA5, PA11

CUSTOMER RELATIONSHIP MANAGEMENT

2025 Target

97%

Customer satisfaction scores measured by CSAT were set

2025 Performance

98%

Customer satisfaction scores measured by CSAT were achieved



Heartfelt Customer Appreciation Events

With intense business competition and the direction toward sustainable development, organizations must not only deliver products and high-quality, valuable, safe, and fast services where customer relationship management is a key strategy for creating competitive advantage but also provide outstanding experiences that meet customer needs. This includes developing digital products and services to enhance customer satisfaction and brand loyalty, which form the foundation for building trust and supporting the organization's long-term growth.

Management Structure

Principle and Culture of Being "Customer-Centric"

The Company manages customer relations with a focus on retaining existing customers, building long-term relationships, and enhancing customer value at every touchpoint to create the highest level of satisfaction and strengthen brand loyalty, as follows:

- **Building a Trusted Brand**

  We are committed to establishing a brand and an organization that is trusted and relied upon by everyone, progressing toward becoming a "brand love." This is achieved by upholding our promises and fulfilling our mission to customers, investors, and all stakeholders.

- **Delivering an Unmatched Customer Experience**

  We accelerate system integration to unify True and dtac customer ecosystems, ensuring a seamless transition toward digital touchpoints. This includes combining the True–dtac applications and leveraging AI to enhance customer service.

- **Fostering a Customer-Obsessed Culture**

  We promote an organizational culture that is united with a shared mindset in which every action is guided by our core principle: having a heart that centers on the customer.

Management Structure

The Company has established the **Consumer Business Office, Business Customer Office**, and **Customer Experience and Retail Office** to jointly manage customer service and customer relations functions, focusing on providing integrated services at customer service centers and call centers. By leveraging digital technology and AI to enhance efficiency, the Company aims to deliver fast and accurate services and create superior customer experiences. The operational performance is reported regularly to the Executive Committee



2025 Performance

The Company manages customer relationships by organizing an appropriate organizational structure to deliver services and meet customer expectations across all stages of the CRM process. This begins with service allocation through service centers, both at shops and via call centers, as well as through digital service channels. Modern technologies are applied to support operations and enhance customer services, in compliance with the **Personal Data Protection Policy, the Personal Data Protection Act (PDPA),** and the **ISO 27001 Information Security Management Standard.**

Customer Services Center (Shop)

True Shops and **dtac Centers** located across all regions of the country have adopted automation systems and AI technologies to support service delivery, ensuring a seamless, convenient, and fast customer experience.

True Branding Shop and **TrueSphere** are service centers designed with a blend of modernity, comfort, and sustainability. They incorporate natural materials and calming color tones, provide exceptional customer service, and serve as spaces for showcasing cutting-edge innovations and IT gadgets to customers.



Siam Paragon Branch highlights the concept of 'Organic Sustainability,' blending nature with advanced technology.



Dusit Central Park Branch features a modern Zen design, with a focus on environmental care and the use of clean energy

True Alpha Hub, a digital lifestyle landmark in the heart of Siam, is a space where True enables customers and the younger Generation Alpha who have grown up in the digital era-to think, experiment, create, and express themselves freely. It fosters community engagement using technology as a driving force to create sustainable value.



True Alpha Hub
Designed to be "Z-nomenon Alpha Ready"

Call Centers

The Company has developed systems that allow customers to conveniently access True services on their own through the **True Call Center 1242** and **dtac Call Center 1678.** This enhances convenience and speed, meeting diverse behaviors and needs under the principle of Simplification and Touch Free.

Mari Chat (Chat with Mali) is part of the Mari AI ecosystem, providing services both through chat (Chatbot) and voice (Voice bot). It can communicate with customers using natural, human-like language and tone, offering recommendations, troubleshooting, and service information seamlessly 24/7. This elevates the call center into an **"Intelligent Assistant."**

The Company continues to enhance various automated systems to support the work of Call Center staff and deliver faster services, such as:

- **Interactive Voice Response (IVR):** A system that delivers services based on customer commands and integrates with customer service using Prediction Analysis to anticipate customer issues and offer services that meet their needs.
- **Robotic Process Automation (RPA):** A system that enables staff to access information quickly and provide faster troubleshooting advice to customers, reducing service time.

True focuses not only on developing **systems**, but also on developing **people** and **processes**, integrating them seamlessly with a customer-centric approach. The Company aims to become an **Experience Hub** and an **Intelligent Center.**

Digital Service Channels

The Company continuously enhances its customer service capabilities to ensure efficiency, speed, convenience, and safety through a wide range of digital service channels available 24 hours a day. These channels are designed to serve all customer segments comprehensively. Customers can access services such as purchasing products, changing packages, and conducting transactions through digital platforms, resulting in a steady increase in digital-channel usage every year.

True Application

The **True Application** combines the former **True iService** app and the **dtac** app into a single, comprehensive platform for both True and dtac customers. It has been developed to match consumers' growing preference for conducting transactions online with greater convenience and speed. The True App functions as a Virtual True Shop, where customers can access complete services anytime, anywhere, 24/7 covering both pre-sales and after-sales services for all True products, including True Mobile mobile services, True Online broadband services, and TrueVisions subscription TV.

The Company has also added new features that allow customers to independently manage paid SMS subscriptions through the app, letting them check and cancel services by themselves. The Company has enhanced system security to better protect customers from cybercrime threats related to SMS advertising, which has been a major source of customer complaints in recent years.

Package for Vulnerable Groups

Packages for Low-Income Groups

True offers affordable packages for **low-income customers** and **specific groups such as students and seniors.** These packages are designed to match usage needs at budget-friendly prices.

The Company also provides credit options for students to pay for True services in installments, in addition to options available for general customers.

Packages for Persons with Disabilities

To support equal access to telecommunications services, the Company offers special packages for persons with disabilities in collaboration with the NBTC. Eligible customers, holders of disability ID cards or state welfare cards, can use internet and call services at a discounted rate of 66 Baht per month, available for both prepaid and postpaid users.

Scan QR Code
for more information
in Sign Language

Packages and Services for Foreigners

The Company designs packages for tourists and foreign residents, including multilingual **Tourist SIM services in English, Arabic, Chinese, Russian, Japanese, and Korean.** Additional services include emergency support and travel accident insurance packages.

True also provides multilingual **Call Center services in languages** such as English, Japanese, and Chinese.

Crisis Support

Free Data, Free Calls, and Service Fee Waivers

During crises such as the major flooding in Hat Yai District, Songkla Province, the Company supported affected customers by easing their burden. Assistance included **10GB of free data, 100 minutes of free calls, extended service validity, and bill payment extensions,** along with fee waivers for mobile, True Online, and TrueVisions customers in the affected areas for **15 days.** True Online teams also carried out the **"Street-by-Street Repairs"** mission, deploying technicians nationwide to repair and replace equipment immediately at no cost, with more than 20,000 new routers prepared for customers.



"Street-by-Street Repairs" Mission

Emergency Alert Development: Cell Broadcast Service (CBS)

The Company is collaborating with national agencies to **launch a nationwide emergency alert system in 2025.** CBS will provide real-time emergency notifications to everyone in the country including tourists without requiring registration. The system supports five languages: Thai, English, Chinese, Japanese, and Russian.

Customer Feedback and Complaint Handling

With a business philosophy that places **"customers at the heart",** the Company has established multiple channels to listen to customer feedback and gain a comprehensive understanding of customer needs. These channels include nationwide customer service centers, **call centers at 1242** and **1678**, the **Company website, the True application, annual customer satisfaction surveys, as well as various social media platforms.** These avenues allow customers to conveniently and quickly contact the Company and share their experiences. The Call Centers are available to support all customers, including persons with disabilities such as those who are visually impaired, while the True App provides convenient access for customers with hearing impairments. In addition, calls from elderly customers are routed to dedicated senior support agents to ensure comprehensive support tailored to their needs.

Complaint Handling

Complaint Channels	
Telephone	True Call Center: **1242,** dtac Call Center: **1678**
Online	**True APP** and **Website true.th** Chat with Mari (AI Virtual Agent) or @Line
In person	**True Shops** and **dtac centers nationwide**
Postal mail	**True** No. 18 True Tower 15 Floor Ratchadaphisek Road Huai Khwang, Bangkok 10310 **dtac** 409/1 Call Center Building Srinakarin Road Samrong Nue, Samutprakarn 10270
Government agencies	**NBTC (Telecommunications Services):** Call **1200** (free of charge) or send a written complaint to the NBTC Complaint Reception Office, Phaholyothin Road, Bangkok. **OCPB (Office of the Consumer Protection Board):** Call the hotline **1166** or contact the agency at the Government Complex, Chaeng Watthana Road, Bangkok



Complainant Policies and Rights

- No fees will be charged
- Complainant information will be kept confidential and access will be restricted only to authorized personnel
- Complainants may bring a lawyer or a trusted representative to participate in the problem-resolution process

Processing Time and Handling Procedures

Approximately 95% of customer complaints are resolved within 24 hours, while more complex cases may require additional investigation and extended resolution timelines. For such cases, customers are informed of the estimated resolution period and kept updated and informed throughout the process until the complaint is resolved. The Company maintains a structured complaint handling process to receive, assess, investigate, and resolve customer complaints efficiently, while keeping customers informed throughout the process. Details are as follows:

- **Cases via Customer Service Center (Call Center) or at True Shops / dtac Centers,** If the issue can be resolved immediately, the Company will complete the resolution at the service point during the customer's visit.



True Call Center

- **Cases via Online Channels:** For complaints submitted through online channels, the Company will process the case **within 24 hours** and notify the customer upon receipt of the case and its resolution through an appropriate communication method, ensuring that the case is properly concluded.
- **Cases via Postal Mail or Other Channels:** For complaints submitted by mail or other methods, the Company will acknowledge receipt, assess the complaint, and resolve the case within the specified **timeframe commensurate with its complexity,** Customers will be resolved with regular updates on progress using appropriate communication methods until the case is fully concluded.
- **Resolution and Remedies:** In cases requiring additional investigation, the Company will follow the necessary procedures carefully and keep the customer informed throughout the process until a conclusion is reached. Customers affected by service issues such as network disruptions will receive appropriate compensation according to the Company's established guidelines.

Customer Satisfaction Survey

True continuously and consistently measures customer satisfaction through its **Customer Satisfaction Assessment System (CSAT).** The 2025 survey results show that customer satisfaction reached 98%, exceeding the target of **97%.**

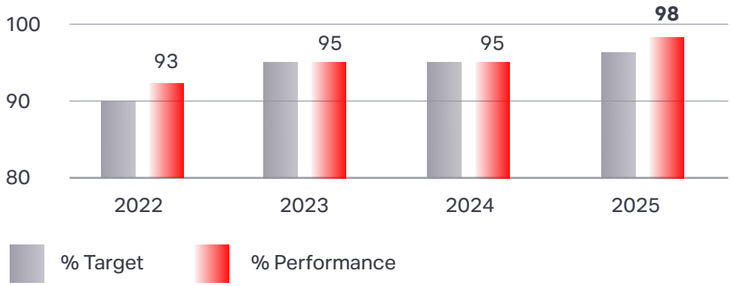
In addition, the Company conducts customer satisfaction surveys using other tools such as **iCSAT** and the **Net Promoter Score (NPS).**

To further understand customer needs, executives and employees from all departments regularly **visit customer service centers, call centers, as well as communities across the country** to listen to customer feedback. Insights and suggestions received are then used to improve and enhance service quality.



Customer Appreciation Activities Held Nationwide

Customer Satisfaction Survey (CSAT) 2022-2025



Using Customer Feedback to Enhance Services

The Company continuously incorporates customer feedback into its service improvement efforts to elevate the overall customer experience. Key initiatives include:

- **Development of Mari AI Virtual Agent** to provide services through both Chatbot and Voice Bot across applications, websites, and call centers.
- **Improvement of IVR and RPA systems** to reduce call waiting times and enhance service efficiency
- **Establishment of a dedicated call center team for senior customers,** offering specialized assistance tailored to their needs
- **Development of the "SIM Wai Gao" mobile package,** designed specifically for elderly users in accordance with their lifestyle and usage patterns
- **Introduction** of accessible and appropriately priced **mobile packages and services for persons with disabilities,** meeting their specific requirements
- **Launching TrueX,** a service platform that enhances convenience, reduces the need for travel, lowers energy-related expenses, and promotes better health and continuous learning for people of all ages

MorDee Telehealth Application

The healthcare system is currently facing significant challenges due to the increasing demand for services and the limited availability of doctors and facilities. In addition, the proportion of senior citizens in Thailand is approximately 20-22% of the total population (more than 30 million persons), according to the National Statistical Office. Healthcare needs among this group are increasing.

To address these issues and improve accessibility, True Digital Group has developed the "MorDee application," a comprehensive telehealth service. This app provides 24/7 online medical services, including teleconsultations, online insurance claims, medicine delivery, and health records management.

In 2025, MorDee had over 35,200 monthly active users, more than 500 doctors and healthcare professionals across over 20 specialties, and more than 9 insurance partners. This innovation reduces travel costs and time spent visiting doctors and waiting at hospitals, enabling patients to receive timely treatment.

Way Forward

- **Develop an enhanced omnichannel experience,** integrating applications, customer service centers, and retail stores through AI technologies such as chatbots, voice bots, and employee-assist tools
- **Improve access to staff at service centers** while reducing service time and modernizing the customer experience
- **Consolidate core IT systems** including Customer Relationship Management (CRM), Enterprise Resource Planning (ERP), and billing into a unified platform to support the Company's digital strategy across provinces nationwide

GRI 3-3, PA11

INNOVATION MANAGEMENT

2025 Target

125 Patents and petty patents

Register and file a cumulative total of 125 patents and petty patents by 2025

2025 Performance

125 Patents and petty patents

Were registered and filed (Cumulative 2018-2025)



In 2025, the telecommunications industry continued to face challenges from high infrastructure investment costs, particularly in expanding 5G networks to achieve broader coverage and greater efficiency, while simultaneously preparing technology and research capabilities to support the next generation of communications. At the same time, advancements in AI, cloud computing, data analytics, and IoT are transforming the telecommunications sector from a traditional network service provider into a provider of digital platforms and solutions. As a result, organizations must accelerate innovation across products, services, and operational processes, while enhancing workforce capabilities to keep pace with emerging technologies and increasingly cross-functional ways of working.

True is committed to driving the organization toward becoming a Telco-Tech Company, leveraging innovation, digital technologies, and collaborative ecosystems as key enablers to enhance customer experience, strengthen competitive capabilities, and create long-term sustainable business value. In addition, True places strong emphasis on maintaining a balance between cybersecurity and personal data protection, while responding to growing sustainability expectations and minimizing environmental impacts alongside business growth.

Management Structure

The Company continues to advance its vision of becoming a Telecom-Tech Company, integrating telecommunications capabilities with digital innovation to create sustainable value for customers, society, and the environment. Guided by the concept of an **AI-First Organization,** the Company places artificial intelligence at the core of its business operations. The Company manages innovation through both **closed innovation** within the organization, encouraging employees to become “innovators” and **open innovation**, through collaboration with business partners, universities, and the **startup ecosystem**. These partnerships support joint research and development of emerging technologies designed to address the evolving needs of customers and society in the digital era.

Management Structure

The Company has established a **Research and Innovation Committee** to serve as a strategic mechanism for setting direction, screening initiatives, and enhancing the value of investments in research and innovation in alignment with the Company’s strategic priorities and long-term objectives. The Committee plays a key role in providing policy and strategic guidance, reviewing and endorsing research and innovation plans, and ensuring the effective allocation and approval of budgets. It is also responsible for monitoring and evaluating research outcomes and promoting the practical application of innovation results to generate tangible business and societal value.

Innovation Management Process

The Company manages innovation across three key dimensions:

- **Closed Innovation**
  Focus on fostering an innovation-driven culture within the organization by encouraging employees to explore ideas, experiment, learn, and develop innovations. This is supported through Sandbox programs, which provide a testing environment that promotes creative thinking, experimentation with new ideas, and learning through practical implementation
- **Open Innovation**
  Collaborate with academic institutions and business partners to jointly develop innovations and exchange knowledge, strengthening the overall innovation ecosystem
- **Startups**
  Support the development of an innovation ecosystem by promoting startup entrepreneurs and creating opportunities for the development of high-potential business ventures

2025 Performance

In 2025, the Company established a **Digital and Artificial Intelligence Center of Excellence (CoE)** within True Digital Park to serve as a hub for research and innovation development. The center integrates key technologies, including Cloud, AI/ML, IoT, Robotics, 5G, and Blockchain, to enhance the Company's technological capabilities and strengthen its innovation ecosystem.

In addition, the Company places strong emphasis on fostering an **innovation culture within the organization,** encouraging employees at all levels to participate in ideation, development, and the transformation of creative ideas into tangible business outcomes.

Closed innovation by Business Unit Team

True Innovation

- **1,042 Innovators** (accumulated)
- **639 Innovation projects** (accumulated)
- **125 patents and petty patents** (accumulated)

The Company is committed to driving business growth and service development through innovation, positioning innovation as a key mechanism for developing solutions that address market needs while creating sustainable value for both the organization and society.

To date, the Company has over 1,042 innovators, 639 accumulated innovation projects, and a total of 125 patents and petty patents (cumulative data from 2018–2025). These achievements reflect the Company's strong innovation management capabilities and its continuous commitment to enhancing organizational competitiveness.

Examples of key internal innovation initiatives include:

1. **True CyberSafe:** True CyberSafe is a cybersecurity protection system provided free of charge to more than 60 million True, dtac, and TrueOnline customers, without requiring registration or additional application downloads. The system utilizes AI technology to detect, screen, and alert users about potential cyber threats from suspicious phone calls and SMS messages that may be associated with fraud or scams. The threat detection system operates using a database of over 300,000 suspicious phone numbers, developed in collaboration with the Cyber Crime Investigation Bureau, enabling more accurate identification and prevention of cyber threats.
2. **Genie (Green Energy Network Intelligence):** Genie is an energy management system designed for mobile network base stations, aimed at optimizing energy consumption and operational efficiency. The system helps reduce energy costs by more than 180 million Baht per year, while also lowering carbon emissions and improving resource efficiency without compromising the performance and reliability of the telecommunications network.



CP Innovation Exposition 2025

3. **True Virgo AI:** True Virgo AI is an open artificial intelligence platform that is not tied to specific software or hardware systems. The platform can seamlessly integrate with various in-store systems and devices, including CCTV cameras, sensor devices, payment systems, and inventory management systems, enabling comprehensive data integration and advanced analytics.

   Furthermore, the AI capabilities of True Virgo AI continuously learn from collected data to enhance business insights. The platform helps retailers deliver personalized product recommendations, reduce inventory redundancy, and provide data-driven recommendations for store management. This transforms the retail experience into a personalized shopping journey and enables retailers to evolve into AI- and data-driven smart stores



Launch of Lotus's PICK & GO by True Digital, Thailand's First Staffless Smart Store

2025 Performance

Open Innovation Via True Lab (External Innovation) & STARTUPS

trueLAB

The Company fosters collaboration between the private sector and academic institutions to support research and innovation development, while simultaneously enhancing the capabilities of university students. This is achieved through research funding, knowledge transfer, and continuous development of innovation and entrepreneurial skills among the younger generation for over 10 years. Currently, **True LAB serves as a hub for nurturing and developing technology and innovation within the organization. It collaborates with nine leading universities** and partners from multiple sectors to support students, researchers, and young innovators in developing research and innovation projects that can be practically applied in both business and social contexts.

1 True CyberSafe x TrueMoney Hackathon Thailand 2025

The Company, in collaboration with TrueMoney Co., Ltd., organized this initiative to **promote the development of practical cybersecurity solutions, while strengthening the capabilities of youth, young innovators, and startups** in creating innovations that support the transition toward a digital society. The project attracted significant interest, with **more than 400 applicants,** of which 30 teams were selected as finalists. This initiative reflects the Company's role in supporting the development of the national innovation ecosystem and reinforces its commitment to enhancing digital security standards to support the sustainable growth of the digital economy.



True CyberSafe x TrueMoney Hackathon Thailand 2025

2 Autism Application

Under the vision of "Creating a Better Life for Vulnerable Groups," the Company leverages digital technology to develop a learning **application designed for children with autism and other special needs.** The application aims to enhance essential life skills and support personalized learning based on each child's individual potential.

The application focuses on developing key competencies, including communication and language skills, social interaction and daily living skills, step-by-step learning tailored to individual developmental levels, basic digital skills, and a progress monitoring system that enables parents and caregivers to assess development and adjust learning approaches accordingly.

As of 2025, the application has reached **12,500 cumulative users** and has been utilized in several countries, with high usage rates in Thailand, Spain, and the United States, demonstrating the potential of digital technology to support the learning and development of children with special needs across diverse contexts.

Looking ahead, True plans to continuously enhance the application by focusing on personalized learning, integrating it with developmental screening systems (STS), and expanding access through collaborations with schools, child learning centers, and relevant organizations. Additional features will also be introduced to further support parents and caregivers in monitoring children's development effectively.



Autism Digital Learning Center for Individuals with Autism and Their Families, Rayong Province

3 We Grow Application



The We Grow Application is a digital platform designed to drive the creation of green spaces by leveraging technology to systematically collect, analyze, and manage environmental data. The platform features a Campaign function that enables organizations and institutions to organize tree-planting initiatives while recording key information-such as the number of trees planted, participant data, and estimated carbon dioxide absorption within a single platform, enhancing transparency and traceability.

As of the end of 2025, **more than 6,265,655 trees have been recorded as planted through the We Grow platform**, with the capacity to absorb over 330,826 tons of carbon dioxide, reflecting the potential of digital technology to foster large-scale environmental participation and generate positive environmental impact.

In addition, We Grow enhances user experience through various technological features, including tree location mapping, a knowledge database, timeline-based tree growth tracking, carbon absorption calculation, QR code scanning to access tree information on-site, and multi-language support, enabling the platform to expand its usage at the international level.

Way Forward

True has established a strategic direction to become an **AI-First Company, positioning Artificial Intelligence (AI)** as the core driver of operations across the organization. This approach spans operational processes, strategic planning, and knowledge management, enabling the Company to enhance service agility, strengthen its ability to adapt to rapid changes, and build sustainable competitive advantages in the long term.

At the same time, the Company is implementing a **Cloud-First strategy,** prioritizing the use of cloud-based information technology infrastructure to improve operational efficiency and business management. This approach enhances flexibility, security, and scalability, ensuring the Company is well-equipped to support future growth.

GRI 201-1, 413-1, PA2

SOCIAL IMPACT MANAGEMENT

2025 Target

405,000 persons

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

2025 Performance

406,000 persons

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



Art Exhibition by the Autistic Thai Foundation

Amid the rapid transformation of digital technology and persistent social inequality, a key challenge is transitioning from traditional social project implementation toward the creation of sustainable and truly measurable Creating Shared Value (CSV) at scale. This requires building strong and cohesive collaboration with a wide range of stakeholders to ensure that the positive impacts generated lay a solid foundation for Thai communities and society to grow steadily and sustainably in the long term.

Management Structure

The **Corporate Governance and Sustainability Committee** is responsible for overseeing social initiatives to ensure that business operations go hand in hand with active participation in comprehensive community development and support. This includes preventing and mitigating impacts on the environment, communities, and society, with the goal of achieving shared and sustainable growth across all dimensions.

Strategy for Creating Positive Social Impact

The strategy to drive positive social impact focuses on three key areas: cultivating knowledge, cultivating virtues, and cultivating love for the environment.

In addition, various social initiatives are implemented through the True Volunteer Club, led by employees, as well as through collaborative activities with local communities. These efforts aim to jointly drive society toward long-term sustainability.

Strategy for Creating Positive Social Impact



2025 Performance

1 Cultivate Knowledge

Autism Capacity and Quality of Life Development Project

True, in partnership with the Autism Thai Foundation, uses digital technology and innovation to improve access to education, skills development, and career opportunities for individuals with autism and their families through the Autism Digital Learning Center. Key support includes digital applications, an STS screening system, VR-based skills development, and English learning programs. The project also promotes vocational training and systematic employment under Sections 33 and 35, alongside income-generating initiatives with educational institutions, and nationwide autism awareness campaigns through the Company's media channels.

In 2025, the project improved the quality of life of 10,532 individuals with autism and their families nationwide, reflecting the use of technology to advance equality and sustainable economic inclusion.





Autism Capacity and Quality of Life Development Project

Dream Career with True Idols Project

True, in collaboration with the Department of Children and Youth, Ministry of Social Development and Human Security, organized the "Dream Career with Idols" project via the True VRoom online platform to inspire and prepare youth in welfare homes for future careers. The program features professionals from various fields sharing real-world knowledge, roles, required skills, and workplace adaptation such as dermatologists, traditional Chinese medicine practitioners, and police officers to help youth plan further education and choose suitable career paths. In 2025, more than 1,500 youth participated in the project.



"Dream Career With Idols" Project via The True Vroom Online Platform

Online Awareness Project

Recognizing the growing threats from the internet that cause increasing economic and social harm each year, True collaborates with public and private sector partners to implement online awareness activities. The initiative includes on-site edutainment programs and the creation of online safety content distributed via the internet to raise awareness and prevent various forms of online scams and digital threats. The project has enhanced online safety awareness among 12,072 students, teachers, and community members.



On-site Online Awareness Training with Regional Sales Teams

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

True, in collaboration with UNESCO, the Office of the Basic Education Commission (OBEC), and the VOICE Foundation, is committed to expanding educational opportunities for out-of-school youth in remote areas, particularly along the Thai-Myanmar border and the Southern Border Provinces. These groups face a high risk of persistent educational exclusion.

Under this partnership, True provides 'TruePlookpanya' digital learning tools, educational media, and high-speed internet connectivity, ensuring remote learning centers have equitable access to vast knowledge resources. We also focus on upskilling educators in digital literacy to enhance flexible learning models for non-formal education.

In 2025, the initiative empowered 15,792 youth by providing access to quality educational resources, effectively reducing inequality and fostering essential skills for long-term self-development.



Students Empowered by Digital Learning Tools

Conquer Breast Cancer Project

True, in collaboration with the Thanyarak Foundation, continues to drive breast cancer awareness under the theme 'The Power of Self-Love.' This initiative aims to enhance Health Literacy and promote preventive care among Thai women, increasing early detection and treatment opportunities. A key component is 'Thanyarak Camp 2025,' which empowers students and faculty as community change agents by integrating Breast Self-Examination (BSE) medical knowledge with digital communication and advocacy skills.

Through a nationwide network of 'Thanyarak Clubs' across 38 Rajabhat Universities, the project serves as a vital mechanism for transferring knowledge to local communities. These efforts empower women to manage their health with confidence, ensuring long-term quality of life. In 2025, the program successfully trained over 14,073 individuals in life-saving Breast Self-Examination techniques.



Empowering Next-Gen Leaders to Drive Breast Cancer Awareness and Prevention

True Youth Startup

True, in partnership with TrueMoney and national cybersecurity networks, hosted the 'True CyberSafe x TrueMoney Hackathon Thailand 2025' under the theme 'Hack for a Safer Digital Life.' This initiative serves as an incubator for Thai innovators and startups to develop practical Crime Tech solutions addressing financial fraud and online threats, with a focus on vulnerable groups and youth. Highlighted innovations include 'KidSafe,' a child protection application, and 'AI PageSeeker-ZERO,' a real-time fraudulent page detection system. The event engaged over 400 participants presenting a total of 89 visionary projects.



Winners of the True CyberSafe x TrueMoney Hackathon Thailand 2025

2 Cultivate Virtues

True ASA (True Volunteer Club)

True ASA (True Volunteer Club) was established by employees committed to driving social sustainability. The club leverages True's technological capabilities and employee expertise to support local communities and vulnerable groups. Serving as a central platform for social impact, True ASA focuses on educational support and rapid disaster relief, fostering a corporate culture of giving. In 2025, the initiative engaged over 600 volunteers, delivering positive impacts to more than 6,150 beneficiaries nationwide.

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6,150 beneficiaries nationwide.



Packing Essential Kits for Hatyai Flood Victims

True Smart Farmer

Empowering Food Security: Global Tech, Local Touch

True is accelerating regional food security through our "Global Tech, Local Touch" strategy. By augmenting traditional farming with world-class digital infrastructure, we are transforming agricultural enterprises across Southeast Asia. This approach directly operationalizes CP Group's foundational "Three Benefits" principle creating value for the Country, the People, and the Company while advancing our shared roadmap toward Carbon Neutrality by 2030.

- Our Smart Agriculture initiative leverages True's expansive 5G and IoT networks to double farm productivity while systematically minimizing environmental impact. In the dairy sector, our precision enterprise augmentation is best demonstrated by deploying AI-powered smart collars in 15 provinces. These IoT sensors monitor herd health and estrus behaviors in real-time. This data-driven ecosystem has driven a greater than 50% increase in yield, unlocking over 150 million Baht in annual economic value for local farming networks. Additionally, reducing health-related livestock losses to below 5% saves 50 million Baht annually and ensures a stable supply of high-quality milk for over 100,000 students nationwide.
- Beyond livestock, we are engineering climate resilience in high-value crop production. Partnering with AgTech leader Netafim, True launched an AI-integrated precision fertigation system for premium durian orchards. This 50-rai sandbox automates water and nutrient delivery with surgical precision, drastically reducing chemical runoff and resource consumption while maximizing export yields for Thai farmers navigating climate volatility.

True is not just modernizing supply chains; we are engineering a resilient, zero-waste agricultural ecosystem where technology empowers farmers and sustains the future.



True Smart Farmer

Sam Neuk Rak Ban Kerd Project

True, in collaboration with the Ruam Duay Chuay Kan Samneuk Rak Ban Kerd Foundation, organized the 18th "Samneuk Rak Ban Kerd" Farmer Selection Program under the concept of "Future Farm: Farmers as Leaders of Green Transformation." The initiative aims to advance Thai agriculture into the digital era by enhancing local wisdom through the integration of technology and innovation, in order to increase product value, strengthen competitiveness, and drive sustainable organic agriculture.The program also serves as a model platform for knowledge sharing and inspiration for younger generations and farmers nationwide. In 2025, a total of 1,946 farmers benefited from the program.

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1,946 farmers benefited from the program.



The 2025 'Samneuk Rak Ban Kerd' Farmer Awards Ceremony

3 Cultivate Love of the Environment

Elephant Smart Early Warning Project

Thailand's wild elephant population is increasing, while forest areas continue to decline due to agricultural expansion and human settlement, leading to rising human–elephant conflicts. True Corporation has integrated 5G, AI, and IoT technologies to develop the "True Smart Early Warning System" (TSEWS) in collaboration with the Department of National Parks, Wildlife and Plant Conservation and WWF Thailand, to promote coexistence between communities and wildlife. The system enables timely response by authorities, significantly reducing damage to crops and property from 226 incidents in 2018 to 3 in 2019, and further declining to zero continuously during 2024–2025. Currently, surveillance cameras cover 20,547 people across 23 villages in Kui Buri District, all benefiting from this innovation.

True has also expanded this success under the "Khananurak Project" to forest areas across five eastern provinces (Chachoengsao, Chanthaburi, Rayong, Chonburi, and Sa Kaeo). Enhanced AI can now identify individual elephants, enabling behavioral analysis and movement tracking. These data are stored in a cloud-based system to support ongoing research and sustainable conservation of Thailand's wild elephants.



Elephant Smart Early Warning Project



Wild Elephant Image Captured by the Trap Camera

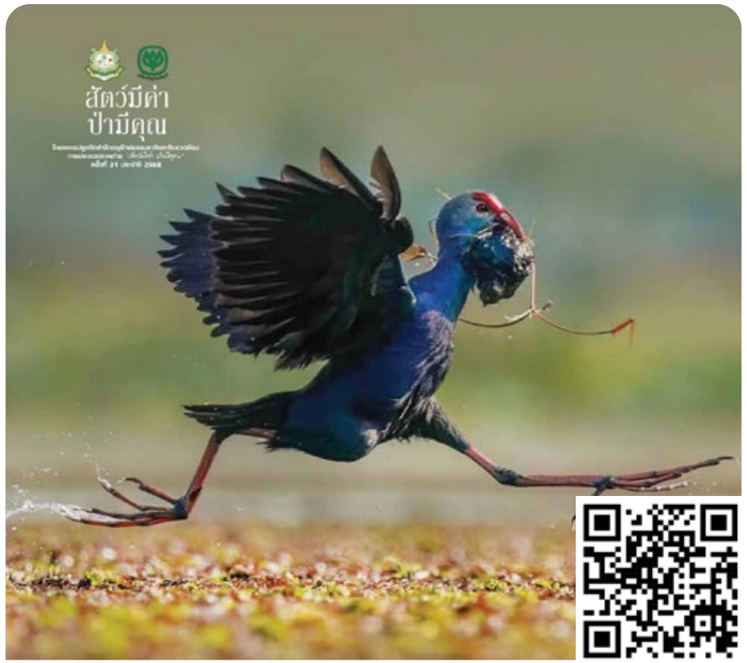


Installation of Elephant Smart Early Warning System

Valuable Animals, Valuable Forests Project

True supported the 2025 'Wildlife in Value, Forests in Virtue' Photography Contest, raising awareness for nature and forest conservation.

The initiative drew over 1,732 submissions from 494 participants. Award-winning works are showcased via social media and a dedicated 2025 e-book accessible by QR code.



Winning Photograph of the "Valuable Animals, Valuable Forests Project" Project

Thai Sarus Crane Conservation Project

True, in collaboration with partners, supports the restoration and conservation of the Thai sarus crane in Buriram Province, while promoting organic farming practices that are environmentally friendly and help create natural habitats and feeding grounds for the cranes.

In 2025, the project achieved tangible results, with 191 cranes recorded in the wild. Additionally, more than 9,906 people benefited from knowledge-sharing initiatives and income-generating activities, resulting in an increase in income of over 81,680 Baht.



Releasing Thai Crane Species Back to Nature

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

True promotes environmental awareness among students and youth through active learning camps that provide hands-on experiences in natural settings. The program also strengthens the capabilities of teachers and related stakeholders to enhance conservation knowledge and skills. In 2025, over 960 youth and a total of 2,082 students and teachers participated, contributing to tangible and sustainable environmental conservation efforts.



Presentation of the Project Implementation Report to Princess Maha Chakri Sirindhorn

Phraya Raeng Kuen Thin (Return of the Vultures) Project

True supports the restoration of vultures in Thailand, in collaboration with the Seub Nakhasathien Foundation. With only 7 vultures remaining, True focuses on awareness and fundraising via channels such as TrueMoney. In 2025, donations totaled 12,000 Baht between 25 November and 31 December 2025.



Public Relations Materials for Awareness and Fundraising

4 Community Engagement

True drives sustainable growth by proactively engaging with communities surrounding its operations through structured stakeholder engagement. Feedback and concerns are systematically gathered and used to improve operations, alongside transparent and participatory measures to prevent and mitigate long-term impacts.

The Company identifies communities at risk of limited access to and utilization of telecommunications networks due to capability gaps or lack of awareness. To address this, True implements targeted initiatives to enhance understanding and empower community members to fully benefit from digital technologies. These include supporting student learning through the True Plookpanya platform, enabling online education via True VROOM, promoting green spaces through the We Grow application linked to carbon reduction goals, and improving access to healthcare through the MorDee application, which allows convenient online medical consultations. The Company also provides education on electromagnetic waves to foster better public understanding.

In 2025, True conducted community engagement activities across 10 target areas, reaching a total of 3,825 community members.



Digital Literacy Activities for Communities



Reforestation Activities

True is committed to being a socially responsible organization by supporting communities through various initiatives to sustainably enhance people's quality of life.

Description	Amount (Million Baht)
Community Investment	30.13
Commercial Initiatives	46.54
Donation	29.15
Total	**105.82**

Collaboration with the Faculty of Business Administration for Society, Srinakharinwirot University (Prasarnmit Campus)

True, in collaboration with the Faculty of Business Administration for Society at Srinakharinwirot University, engaged students in hands-on community projects under True Plookpanya to support vulnerable groups. Students contributed to product development and market awareness to help generate community income. In 2025, 51 students participated, including 48 from Srinakharinwirot University and 3 from Taiwan National Central University.

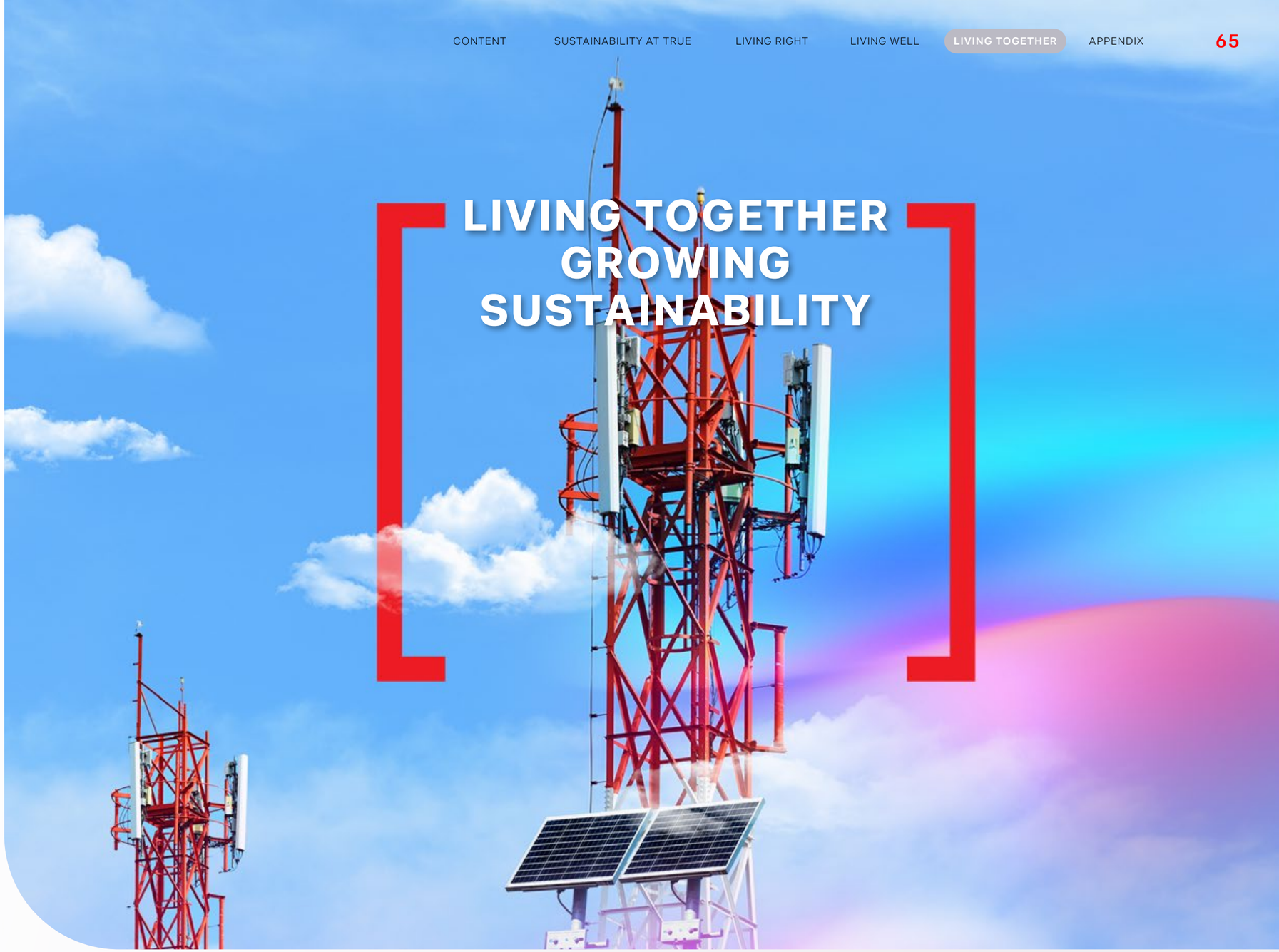


Community Fieldwork by Students from Srinakharinwirot University to Support Product Development

Way Forward

The Company will strengthen its CSR efforts by expanding cross-sector collaboration among the government agencies, the private sector, and community stakeholders to address social and environmental challenges, while systematically measuring social impact to deliver long-term value to communities and sustainable value overall.

LIVING TOGETHER



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

GRI 2-22, 2-29, 3-3, 302-1, 302-3, 302-4, 303-1, 303-2, 303-3, 303-4, 304-1, 304-3, 305-1, 305-2, 305-3, 305-4, 305-5, 306-1, 306-2, 306-3, 306-4, 306-5, 307-1

CLIMATE CHANGE ENVIRONMENTAL IMPACT MANAGEMENT AND BIODIVERSITY

2025 Target

21%	Reduction in Scope 1 & 2 greenhouse gas emissions compared to the 2020 base year
44%	Reduction in water withdrawal per total revenue compared to the 2020 base year
100%	Zero e-waste to landfill

2025 Performance

28.4%	Reduction in Scope 1 & 2 greenhouse gas emissions compared to the 2020 base year
61.7%	Reduction in water withdrawal per total revenue compared to the 2020 base year
100%	Achieved Zero e-waste to landfill



Solar Energy Deployment at Cell Sites

The telecommunications industry faces escalating climate challenges as rising energy demands from 5G expansion drive an upward trend in greenhouse gas (GHG) emissions. Concurrently, the sector must mitigate risks from extreme weather events such as storms, floods, and heatwaves which threaten infrastructure integrity and escalate risk management costs.

To address these challenges, the Company is accelerating the transition to clean energy solutions and increasing its renewable energy share. We are fostering collaboration across the value chain to reduce upstream and downstream emissions, ensuring alignment with our Net Zero targets under the Science Based Targets initiative (SBTi) and meeting increasingly rigorous transparency standards, including those from the International Sustainability Standards Board (ISSB).

Furthermore, the surge in digital device adoption has intensified the urgency of electronic waste (e-waste) management. The Company is committed to enhancing its circular economy framework through robust product take-back, refurbishment, and recycling programs, ensuring all disposals strictly comply with legal and environmental standards.

Ultimately, decoupling business growth from environmental impact requires a holistic strategy. This encompasses energy efficiency, GHG mitigation, water stewardship, waste management, and biodiversity conservation, supported by continuous innovation to maximize resource efficiency and ensure long-term environmental resilience.



Management Structure

The Company manages climate-related risks and environmental impacts through its **Environmental Policy ,** which is strictly aligned with the United Nations Sustainable Development Goals (UN SDGs). We prioritize comprehensive risk and impact assessments to identify emerging business opportunities while mitigating potential threats. This dual-focused approach fosters balanced growth across the entire value chain, ensuring long-term sustainability and resilience.

To operationalize these commitments, the Company has implemented an **Environmental Management System (EMS) certified under ISO 14001:2015.** This serves as our primary framework for environmental governance. Furthermore, we integrate **Circular Economy** principles and the **Sufficiency Economy Philosophy** to optimize resource utilization and maximize efficiency. To embed a culture of sustainability, **we conduct annual training programs and maintain consistent internal communications** to enhance employee awareness and promote eco-friendly practices throughout the organization.

Management Structure

The Corporate Sustainability Development Department is mandated to formulate strategies and monitor environmental performance in alignment with corporate policies. To ensure accountability, environmental targets are integrated into the Key Performance Indicators (KPIs) for both executives and employees, driving effective implementation across all levels.

The **Sustainability and Environmental Management Committee** is tasked with the direct oversight of energy management, greenhouse gas (GHG) reduction, water stewardship, and waste management. Performance outcomes are periodically reported to the **Corporate Governance and Sustainability Committee** for ongoing review. Ultimately, the **Board of Directors** provides the highest level of oversight, ensuring that environmental management remains a core pillar of the Company's governance.

Environmental and Climate Change Management Framework



SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

THE NET ZERO STANDARD
APPROVED NET-ZERO TARGETS

TRUE's Net Zero 2050 Pathway: A roadmap to a Decarbonized Future

Environmental Policy

Energy and Climate Change Management

Climate change and the energy transition are strategic imperatives with profound implications for the telecommunications sector. As network operations, data centers, and IT systems are inherently energy-intensive, the Company must navigate an evolving landscape of regulatory requirements, international standards, and heightened stakeholder expectations. Our approach is anchored in the Paris Agreement and global disclosure frameworks, including the International Sustainability Standards Board (ISSB) and the Task Force on Climate-related Financial Disclosures (TCFD). Consequently, **climate change management is fully integrated into our corporate strategy, investment appraisal, and enterprise risk management (ERM) framework.**

The Company conducts **multi-dimensional assessments of climate-related risks and opportunities.** This includes physical risks, such as extreme weather events threatening infrastructure and business continuity, and transition risks, spanning climate legislation, evolving energy policies, and carbon-related costs. Conversely, we identify strategic opportunities in energy efficiency, renewable energy adoption, and digital innovations that empower our customers to transition toward a low-carbon economy.

In alignment with the Paris Agreement's goal to limit global warming to 1.5°C, the Company has established the following ambitious milestones:

- **Carbon Neutrality by 2030**
- **Science-Based Targets initiative (SBTi)**-validated targets to reduce absolute Scope 1 and Scope 2 GHG emissions by 42% and Scope 3 GHG emissions by 25% by 2030, compared to the 2020 base year.
- **Net Zero Emissions by 2050**

In addition, the Company has declared its commitment in collaboration with the **Global Compact Network Thailand (GCNT)** to achieve Net Zero emissions by 2050, or no later than 2067, and is also a member of the Thailand Carbon Neutral Network (TCNN).

ISO 14001:2015 Certification

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

Climate and Energy Transition Plan

The Company has developed a Climate and Energy Transition Plan to drive its climate targets in a concrete and structured manner. The plan focuses on reducing greenhouse gas emissions while supporting business growth through various measures, including the deployment of energy-efficient technologies, increasing the share of renewable energy consumption, and collaborating with suppliers across the value chain.

Sustainable Products and Services

The Company develops products and services under the Product Stewardship principle, emphasizing energy efficiency, minimizing environmental impacts, and enabling customers and businesses to transition toward a low-carbon society through digital technologies.



Sustainability-Linked Loan (SLL)

To operationalize its Climate and Energy Transition Plan, the Company has strategically allocated capital expenditure (CAPEX) and operational budgets, complemented by Sustainability-Linked Loans (SLLs). The loan conditions are linked to the achievement of greenhouse gas (GHG) reduction targets aligned with the Science Based Targets initiative (SBTi). This mechanism reflects the Company's integration of climate-related considerations into its financial management and investment decision-making processes.

Employee Engagement and Climate Culture

The Company fosters a culture of sustainability by enhancing employee awareness and capabilities through targeted training and internal communication initiatives designed to encourage employees at all levels to adopt energy-saving practices and contribute to reducing environmental impacts. These efforts help drive progress toward the Company's sustainability targets.

In addition, the Company promotes the True Car Free Day campaign to encourage employee participation in reducing greenhouse gas emissions from commuting.

CDP Climate Change Score 2025

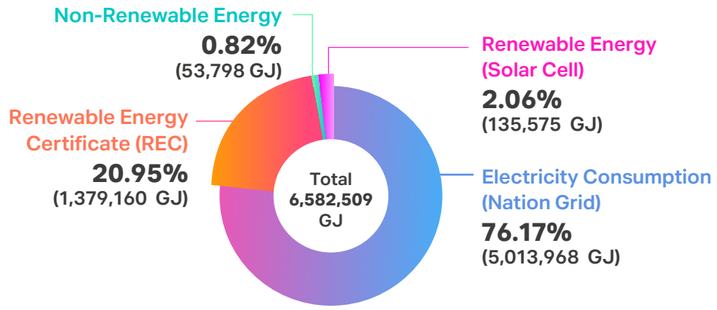
The Company has achieved an A List score (Leadership Level) in the 2025 Climate Change assessment by CDP (Carbon Disclosure Project), a global environmental disclosure platform with more than 22,100 participating organizations worldwide. This achievement reflects the Company's strong commitment and capability in managing climate-related risks and opportunities in alignment with the goal of limiting global temperature rise to 1.5°C, while promoting transparent climate disclosure and driving emissions reductions across the value chain.

Climate CDP A List 2025

Summary of 2025 Energy Performance

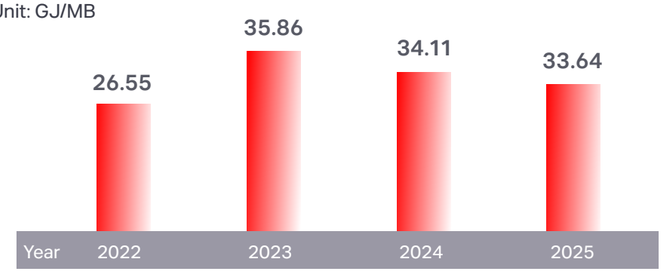
Share of Energy Consumption 2025

Unit: GJ



Energy Consumption per Revenue

Unit: GJ/MB

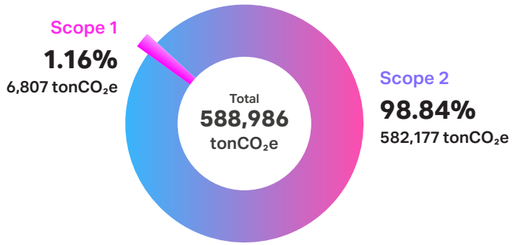


Note: 1. Energy Consumption refers to the total energy used, including both non-renewable energy (Non-RE) and renewable energy (RE).
2. True Performance only in 2022
3. Combined Performance True and dtac form 2023-2025

Summary of Climate Change Performance 2025

Share of Greenhouse Gas Emission (Scope 1 & 2)

Unit: $tonCO_2e$



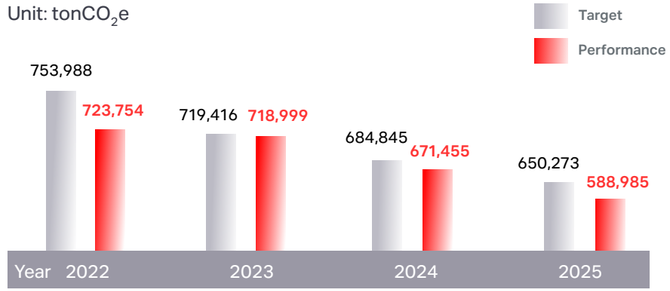
Greenhouse Gas Emission (Scope 3)

Unit: $tonCO_2e$

Category 1	Purchased goods and services	101,425	53.17%
Category 2	Capital Goods	13,221	6.93%
Category 3	Fuel and energy related activities	49,697	26.05%
Category 4	Upstream transportation and distribution	4,029	2.11%
Category 5	Waste generated in operations	184	0.10%
Category 6	Business travel	928	0.49%
Category 7	Employee commuting	4,865	2.55%
Category 11	Use of sold products	11,625	6.09%
Category 12	End-of-life treatment of sold products	683	0.36%
Category 13	Downstream leased assets	4,093	2.15%

Greenhouse Gas Emission (Scope 1&2)

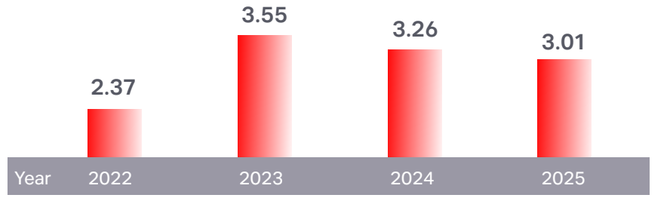
Unit: $tonCO_2e$



Note: Overall performance results of True-DTAC

GHG (Scope 1 & 2) per Revenue

Unit: $tonCO_2e$/MB



Note:
1. True Performance only in 2022
2. Combined Performance True and dtac form 2023-2025

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

Energy Efficiency Management

351,238 MWh electricity saving

146,818 tonCO_2e/Year greenhouse gas emissions reduction

The Company has enhanced network energy efficiency through the following initiatives:

- **One Network Project :** The One Network project is a network modernization strategy aimed at upgrading network infrastructure following the business merger. The initiative optimizes the use of telecommunications towers and infrastructure by consolidating network assets and selecting the most efficient sites to deliver optimal performance and service quality.
- **GENIE (Green Energy Network Intelligence) :** The GENIE initiative leverages Artificial Intelligence (AI) and Machine Learning (ML) technologies to analyze and optimize network energy consumption. The system also enables continuous monitoring of energy usage to improve operational efficiency and reduce overall electricity consumption.
- **Deployment of Energy-Efficient Network Equipment :** The Company manages electricity consumption of network service equipment by installing and upgrading to more energy-efficient technologies that consume less electricity. Examples include the installation of high-efficiency air-conditioning systems and the upgrade of Radio Access Network (RAN) equipment to higher-efficiency models.

As a result of these initiatives, the Company achieved electricity savings of 350,722 MWh per year, corresponding to a reduction of 146,602 tCO_2e per year in greenhouse gas emissions.

For office operations, the Company has replaced conventional air-conditioning systems with Variable Refrigerant Volume (VRV) / Variable Refrigerant Flow (VRF) systems. This initiative resulted in electricity savings of 516 MWh per year and GHG emission reductions of 216 tCO_2e per year.

Electricity Consumption from Solar Power

10,764 base stations and switching centers with cumulative solar cell installations

15,742 tonCO_2e/Year of greenhouse gas emissions reduction

The Company has expanded the deployment of solar power generation to replace electricity sourced from the grid, thereby continuously reducing greenhouse gas (GHG) emissions. Solar installations are implemented both directly by the Company and in collaboration with partners through Power Purchase Agreement (PPA) arrangements. These installations are deployed at Base Stations and Mobile Switching Centers (MSC).

In 2025, the Company expanded solar installations to an additional 358 sites, generating 2,444 MWh/year of electricity and reducing 1,022 tonCO_2e/year in GHG emissions. Since the project's inception, a total of 10,764 sites have been installed with a capacity of 49.27 MWp (target of 45 MWp) and 37,660 MWh/year generated, reducing 15,742 tonCO_2e/year of GHG emissions.

In addition, solar panels have been installed on the rooftop of the True Digital Park office building, generating 729 MWh/year of electricity and reducing 305 tonCO_2e/year of GHG emissions.



Energy Efficiency Improvement at Base Stations



Solar Power Installation at Cell Site

Renewable Energy Certificate (REC)

383,100 MWh supported the use of renewable energy

160,136 tonCO_2e/Year of greenhouse gas emissions reduction

Beyond renewable energy projects, the Company also continues to support renewable energy adoption through the purchase of **Renewable Energy Certificates (RECs).** In 2025, the Company purchased REC (market based) 383,100 MWh from solar and hydropower projects certified under the International Renewable Energy Certificate (I-REC) standard. Reducing greenhouse gas emissions by 160,136 tonCO_2e

Furthermore, in 2025, the Company purchased 1,000 tCO_2e of T-VER carbon credits to support Thailand's voluntary carbon market and contribute to broader climate mitigation efforts.

Internal Carbon Pricing (ICP)

600 Baht/tonCO_2e internal carbon pricing

The Company has implemented an Internal Carbon Pricing (ICP) mechanism using a Shadow Price of 600 Baht per tonCO_2e to support low-carbon initiatives and the organization's greenhouse gas reduction targets.

ICP serves as an important tool that enables the Company to assess climate-related risks and effectively manage costs associated with greenhouse gas emissions. By incorporating carbon costs into project evaluations, the Company can screen and prioritize investment projects from the early stages to support low-carbon development.

Other Indirect Greenhouse Gas Management Projects (Scope 3)

Collaboration with Partners to Reduce Greenhouse Gas Emissions

100% High-Spending Suppliers Committed to Net Zero Target

True collaborates with high spending suppliers to reduce indirect greenhouse gas emissions (Scope 3) across the value chain. In 2025, 100% of key suppliers in the high-spending category committed to setting Net Zero targets by 2050 in alignment with the Science Based Targets initiative (SBTi) principles. The Company also provides training and support for suppliers to report their greenhouse gas emissions through a GHG Platform provided by the Company free of charge. This initiative aims to enhance the completeness, accuracy, and verification of emissions data across the supply chain.

To further strengthen collaboration, the Company offers guidance on greenhouse gas reduction strategies to key suppliers. In partnership with Banchavanich and TMBThanachart Bank (ttb), the Company has launched a **Green Financing Program** to incentivize suppliers through green financing solutions. This program helps suppliers access sustainable funding more easily while accelerating emissions reductions across the supply chain (Scope 3) toward the shared Net Zero goal. Under this program, True's partner suppliers can access four key financing options:

1. Green Loan & Blue Loan – Long-term financing for renewable energy projects, energy efficiency improvements, and initiatives supporting sustainable natural resource management.
2. Short-term Sustainability-Linked Loan (SLL) – Special financing linked to sustainability targets, offering preferential interest rates based on the Company's sustainability performance outcomes.
3. Solar EPC (Engineering, Procurement, and Construction) – Financing for the development of end-to-end solar power projects.
4. Hire Purchase / Financial Lease for EV Cars – Financing solutions to support the procurement of electric vehicles (EVs) to reduce carbon emissions in logistics operations.

Innovation in Greenhouse Gas Reduction

347 million sheets/year paper reduction from True App

3,651 tonCO_2e/Year greenhouse gas emissions avoided

Paperless Services

The Company continuously adopts digital platforms both internally and externally to reduce paper consumption. Internally, digital workflows and AI-enabled approval systems have replaced paper-based forms for various operational processes. The Company has set a target to achieve 100% automation of internal approval processes by 2027.

For customers, the Company has expanded the use of electronic billing and receipts, including **True e-Billing and True e-Tax Invoice**, to replace paper-based documents. In 2025, these initiatives reduced paper usage by 347 million sheets/year, equivalent to 1,737 tons and helps avoided 3,651 tonCO_2e/year.

Climate Technology

The Company has enhanced its energy management capabilities through collaboration with Alibaba Cloud to develop the Smart Building and Energy Management System (SBEMS) and intelligent energy management solutions powered by AI and Internet of Things (IoT) technologies. The platform enables real-time monitoring of energy consumption and greenhouse gas emissions, analyzes energy data, and automatically controls building engineering systems. These capabilities help optimize energy use, improve operational efficiency, and reduce operating costs.

Smart Energy Product: TrueX

The Company has developed the TrueX application, which enables customers to monitor and manage their energy consumption within Smart Home environments. The platform integrates IoT technology with an Energy Analytics Platform and smart devices to help optimize electricity usage, reduce energy consumption, and avoid greenhouse gas emissions.



True Digital Group Develops a Climate Technology Platform in Collaboration With Alibaba Cloud's AI Solutions.

Applications

True has developed digital applications to help reduce greenhouse gas emissions associated with travel and fuel consumption. These include the **TRUE App,** which enables customers to access services online, and the **MorDee App,** which provides telemedicine services. In addition, the Company promotes the use of **True Virtual World** (True VWORLD) as an online meeting platform for both internal and external collaboration. These digital solutions help reduce fuel consumption from travel and contribute to lower greenhouse gas emissions.

Way Forward

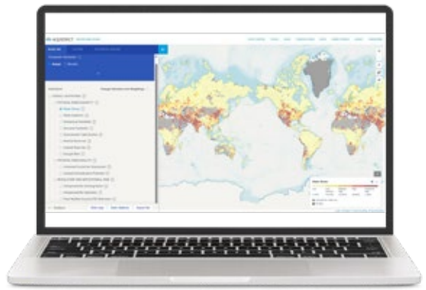
- Reduce direct and indirect greenhouse gas emissions (Scope 1 & 2) by 25.2% by 2026, compared to the 2020 base year, in line with the Science Based Targets initiative (SBTi)
- Increase the proportion of clean energy usage by expanding the capacity of solar cell installations, aiming for a cumulative capacity of no less than 49 MWp by 2026
- Reduce other indirect emissions (Scope 3) by encouraging high spending suppliers to set Net Zero targets and report their greenhouse gas emissions with verified data
- Further develop Sustainable Products and Services to support the transition to a low-carbon economy

Water Management

The Company recognizes the importance of water resources and the risks associated with water scarcity, although the telecommunications sector is not water-intensive. **The Company has assessed water scarcity risks in its operating areas** using the Aqueduct tool from the World Resources Institute (WRI) and has set a target to reduce water withdrawal per revenue by 45% by 2030, compared to the 2020 base year.

In addition, the Company has a **water management plan,** which includes setting water withdrawal reduction targets covering all office buildings (100%), improving water efficiency through various projects, and promoting water conservation through training and communication among employees at all levels. These efforts are implemented in alignment with ISO 14001:2015 under the oversight of the **Environmental Management System (EMS) Steering Committee,** which regularly tracks progress against water reduction targets, monitors water performance, and identifies opportunities to improve water efficiency.

At the same time, the Company manages and treats wastewater discharge across all office buildings, with regular monitoring to ensure compliance with legal requirements. In 2025, there were no cases of non-compliance or community complaints related to wastewater discharge.

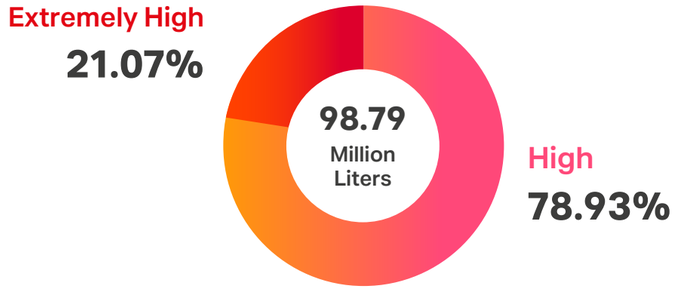


Water stress analysis using the Aqueduct tool developed by the World Resources Institute (WRI)

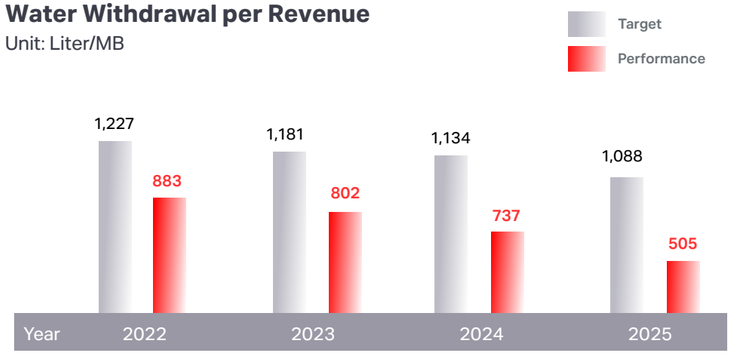
2025 Performance of Water Management

Proportion of Areas with Water Stress

In 2025, True consumed 98.79 million liters of municipal water, with 78.93% sourced from units located in high-risk areas and 21.07% from those in extremely high-risk areas.



Water Withdrawal per Revenue
Unit: Liter/MB



Note: 1. True Performance only from 2022
2. Combined Performance of True and dtac for 2023-2025

Water-Saving Equipment and System

True has continuously implemented water-saving initiatives by installing and upgrading VRV/VRF and water-cooling air conditioning systems, together with water-saving sensor devices across office facilities. These systems remain in operation and are continuously maintained to enhance water efficiency and support long-term water conservation. In 2025, these ongoing initiatives continued to reduce water withdrawal by approximately 10.9 million liters per year.

Water Reuse Projects

The Company implements **water reuse by reusing treated wastewater from office buildings** through additional filtration or recycling processes for non-contact purposes, such as landscape irrigation. This has reduced municipal water use for irrigation by 100% and enables approximately 1.9 million liters of water to be reused annually, reflecting efficient water resource utilization.



Way Forward

Enhance water efficiency by:

- Increase water reuse and recycling through technology
- Enhance awareness through employee engagement

Waste Management

As technological advancement continues to accelerate, **waste management systems** play a critical role in minimizing environmental and human health impacts, while enabling efficient resource utilization and supporting long-term sustainable development.

The increasing use of electronic devices has led to a growing volume of **electronic waste (e-waste)**, which may cause environmental impacts if not properly managed. True manages e-waste from its operations, including network equipment, computers, and batteries, by **tracking and recording waste types and weights to improve waste management efficiency** and monitor progress toward the Company's waste management targets, as well as working with certified waste management partners to ensure compliance with applicable laws and standards.

Furthermore, True adopts **circular economy principles** and the **3Rs framework (Reduce, Reuse, Recycle)** to minimize waste generation and maximize resource efficiency across its value chain. True remains committed to achieving Zero E-waste to Landfill and utilizing 100% recyclable and environmentally friendly packaging in its operations and activities by 2030.

In addition, the Company **manages general office waste** , including plastics, paper, and food waste, through effective waste segregation practices under an Environmental Management System aligned with ISO 14001:2015. The Company also conducts training, communication, and awareness initiatives for employees at all levels, including the **"Zero Waste to Landfill: From Concept to Practical Implementation" workshop** conducted by a third-party organization for personnel responsible for waste management, to enhance understanding of the Company's Zero Waste to Landfill target and support its effective implementation across operations.

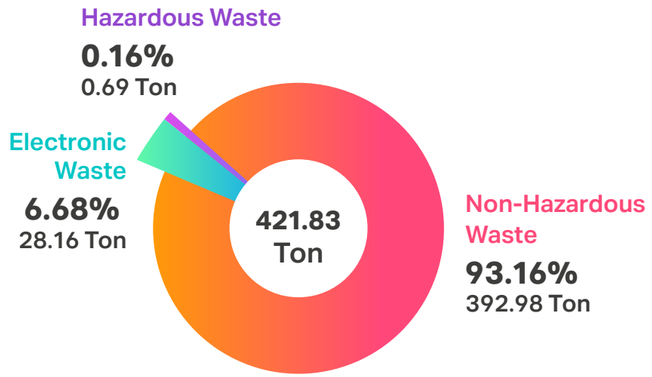


Zero Waste to Landfill Workshop

2025 Waste Management Performance in Own Operation

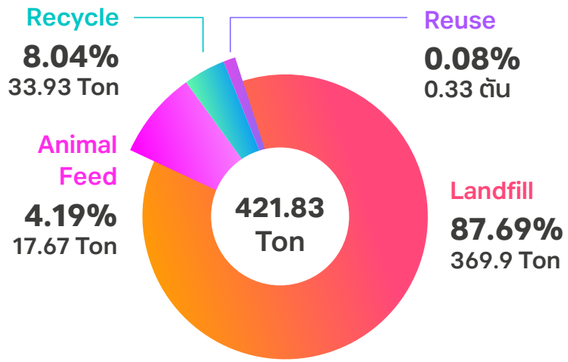
Share of Waste Generated

Unit: ton



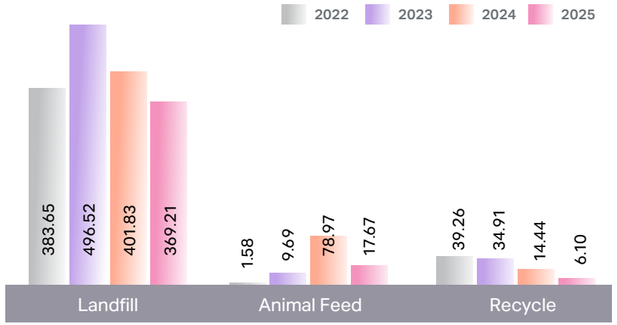
Share of Waste Disposal

Unit: ton



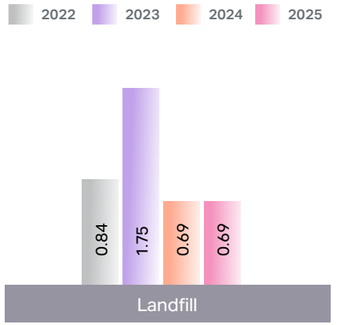
Non-Hazardous Waste Disposal

Unit: Ton



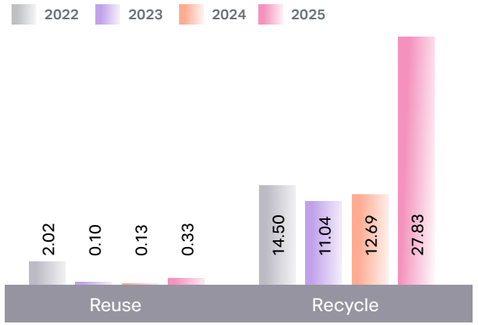
Hazardous Waste Disposal

Unit: Ton



Electronic Waste Disposal

Unit: Ton



Note: 1. True Performance only 2022
2. Combined Performance of True and dtac for 2023-2025
3. Total waste disposal was disposed offsite the Company
4. The disposal of hazardous waste and e-waste through landfill is limited to hazardous waste only.

1 Electronic Waste (e-Waste) Management

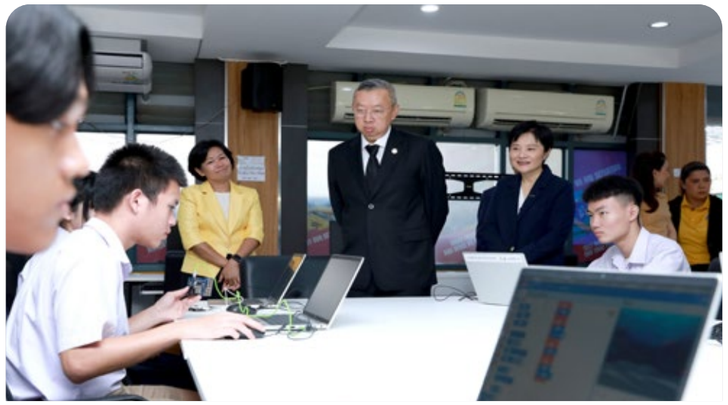
Operational e-Waste Management

Reusing e-Waste (Reuse)

330 kg of e-waste to reused

True leverages innovation and artificial intelligence (AI) to enhance network performance while prioritizing **e-Waste management from its business operations,** including network equipment, computers, and batteries. The Company applies a systematic inspection and segregation process to maximize resource efficiency, with reusable equipment diverted for reuse and non-reusable items directed to recycling through authorized partners, supporting circular economy principles and waste reduction.

In 2025, **True donated 243 used but functional computers and laptops, totaling 330 kg, to schools** under the Office of the Basic Education Commission (OBEC), further diverting e-waste for beneficial reuse and promoting resource efficiency.



Functional Used Laptops Donation to OBEC Schools

Customer e-Waste Management Projects

e-Waste TinkTookTee DtorJai (Recycle)

7,285 Pieces of e-Waste collected from customers

448 Cumulative Locations e-Waste drop-off

True has set a target to achieve **zero e-waste to landfill by 2030.** The Company has expanded the **"e-Waste TinkTookTee DtorJai"** program by increasing e-waste drop points and customer awareness signage across True Shops, True Sphere, and dtac service centers nationwide. The program also promotes participation through "Drop for Reward" campaigns with eight partners, encouraging customers to properly segregate and dispose of e-waste.

In addition, the **"e-Waste TinkTookTee DtorJai on the Go"** initiative provides convenient doorstep collection while educating customers on proper e-waste segregation and the environmental risks of improper disposal. The initiative helps ensure collected e-waste enters the proper recycling process to prevent environmental contamination.

In 2025, a total of 448 cumulative e-waste drop boxes were installed, collecting 7,285 pieces of e-waste with a total weight of over 2.29 metric tons. Of this, 57.82% (equivalent to 1.32 metric tons) originated from products sold. **100% of the e-waste collected was properly recycled.** The Company ensures proper recycling by tracking transportation from collection points nationwide through All Now Logistics and transferring the waste to Total Environmental Solutions (SK Tes Thailand) for recycling in accordance with international standards, including R2v3 and ISO 14001:2015, ensuring zero e-waste to landfill. The Company also tracks e-waste from product sales to support effective target setting.

Easy Trade (Reuse)

35,060 Sets of old mobile phones traded in for new ones via Easy Trade program

True collaborated with partners to enhance its **Easy Trade/Easy Swap program,** encouraging customers to trade in old mobile phones for new ones. In 2025, over 35,060 devices (more than 4.91 metric tons) were collected, 100% of which were reused or recycled, thereby **promoting efficient resource use.**

Through the **Easy Trade** and **e-Waste TinkTookTee DtorJai** programs, True collected e-waste in 2025, representing 4.41% of products sold, equivalent to 6.23 metric tons properly managed. These initiatives reduced environmental impact while encouraging customers and organizations to participate in **responsible e-waste management,** helping prevent both short- and long-term environmental impacts.



e-Waste TinkTookTee DtorJai on the Go

Detail	Unit	2022	2023	2024	2025
Total e-Waste Collected from Takeback Programs	Metric tons	6.03	3.78	6.17	6.23
E-Waste Takeback Rate Reused/ Recycled (Offsite)	%	100	100	100	100
e-Waste Takeback Rate Landfill (Offsite)	%	0	0	0	0

2 Waste Management

Say No to Plastic Bottles Project (Reduce)

504,485 bottles/year Reduced

8,571 kg/year Weight of plastic bottles reduced

True continues the **Say No To Plastic Bottles initiative,** encouraging employees to reduce single-use plastic bottles in offices by providing a high-quality drinking water system as an alternative. In 2025, the initiative reduced single-use plastic bottle usage by 504,485 bottles, equivalent to a total waste reduction of 8,571 kg per year.

Destruction of Expired Confidential Documents through Boiling (Recycle)

255,421 kilograms of expired confidential documents were processed through boiling for recycling

True **processes expired confidential documents through sorting, shredding, compression, and boiling for recycling.** This environmentally friendly approach reduces greenhouse gas emissions and air pollution from incineration, while promoting resource efficiency in line with circular economy principles. In 2025, a total of 255,421 kilograms of documents were recycled through the boiling process.

Use of Environmentally Friendly Packaging (Reduce)

948,546 Plastic bags reduced

True uses **paper bags made from recycled kraft paper** as environmentally friendly packaging at its customer service centers to reduce single-use plastic waste and minimize long-term environmental impacts. In 2025, this initiative reduced plastic bag usage by 948,546 bags.



Recycled Kraft Paper Bags Provided at Customer Service Centers

Waste Wise Station (Reuse, Recycle)

The Company is driving waste management transformation in collaboration with the National Innovation Agency (NIA) and King Mongkut's Institute of Technology Ladkrabang by deploying five waste management innovations developed by Thai entrepreneurs. These are integrated into the **"Waste Wise Station"** to address urban waste challenges, with the first pilot at True Digital Park.

Thailand's first e-Waste Vending Machine has been installed to support e-waste collection, featuring real-time reporting, weight measurement, and CO_2e reduction calculation.



The First Smart Waste Management Station at True Digital Park



e-Waste Vending Machine

Compliance with Environmental Laws

The Company has an environmental management system in place and operates in compliance with applicable environmental laws and regulations, while also engaging stakeholders to gather feedback on environmental issues on an annual basis.

In 2025, the Company **did not encounter any significant environmental impacts related to the operation** of its signal tower network and received no environmental complaints or legal actions. Customers can communicate or share feedback via customer service centers at 1242 and 1678.

Way Forward

- Expand the **"Ting Took Tee Dee Tor Jai" initiative** in collaboration with partners by increasing 500 collection boxes to gather an additional 45,000 e-waste items by 2026
- Enhance waste management to **achieve over 80% waste diversion from landfill** by 2027

Biodiversity and Deforestation Management

Biodiversity is a critical global strategic issue, as biodiversity loss and ecosystem degradation are directly linked to climate risks, resource security, and supply chain continuity. **The Global Biodiversity Framework (GBF)** therefore guides businesses to take a proactive role in creating positive impacts on nature, while managing risks and capturing long-term business opportunities.

True is committed to sustainable business practices by implementing a **Biodiversity & Zero Deforestation Policy** across its entire value chain, covering both its operations and business partners.

The Company has **set targets of No Net Loss of biodiversity, Net Positive Impact on ecosystems, and No Gross Deforestation by 2030,** aligned with the United Nations Sustainable Development Goal 15 (SDG 15).

In addition, True **adopts the Taskforce on Nature-related Financial Disclosures (TNFD)** framework to enhance transparency and nature-related risk management, applying the LEAP approach to assess dependencies, impacts, and financial risks and opportunities, supporting strategic decision-making and long-term value creation.

Biodiversity and Zero Deforestation Policy

Nature-Related Risk Management (TNFD)

Biodiversity Risk and Impact Assessment Process

Process	Detail
1. Screening & Site Selection	Determine the scope of study areas and do the pre-screening of the operational sites that have potential impact
2. Assessment & Prioritize	1. Review and prioritize the metrics 2. Set the assessment criteria to classify and rate the risk areas 3. Select potential sites and compare them with significant conservation or biodiversity areas by applying **biodiversity assessment tools such as the Biodiversity and Ecosystem Service Trends and Conditions Assessment Tool (BESTCAT), WWF Biodiversity Risk Filter, and the Integrated Biodiversity Assessment Tool (IBAT)** 4. Apply the **LEAP approach under the TNFD framework (Locate, Evaluate, Assess, Prepare)** to systematically identify and assess nature-related risks and opportunities. Identify relevant biodiversity risks and integrate them into the company-wide, multidisciplinary risk management processes
3. Measure	If the operational sites are located close by the very high-risk level conservation or biodiversity, those sites must have the mitigation hierarchy as follows: 1. Avoidance, 2. Reduce, 3. Restore, and 4. Offset
4. Monitoring	Monitor and validate the mitigation hierarchy and disclose the progress of implementation
5. Engagement & Communication	Engage and communicate with stakeholders to operate business without affecting any biodiversity and mitigate deforestation risks

Biodiversity Risk and Impact Assessment Results

According to the BESTCAT assessment, a total of 132 signal tower located in a very high-risk areas (score 91–100) of at least 3 dimensions. Therefore, these sites have been further assessed using the Integrated Biodiversity Assessment Tool (IBAT). The IBAT results within a 1 km radius indicate that:

- **35 sites are located near or within Protected Areas**
- **23 sites are located in Key Biodiversity Areas (KBAs)**

Scan the QR code for more details

Biodiversity and Zero Deforestation Assessment

Collaboration with Stakeholders to Protect Ecosystem and Biodiversity

True Sustainability Initiative: PlookTookTeeDtorJai

2,153 trees grown recorded in the WE GROW application

True integrates biodiversity conservation into its operations by **considering ecosystem impacts in nationwide network planning.** Mitigation measures follow a hierarchy, from avoiding sensitive areas to restoring sites with native species and **community engagement** in tree planting to restore ecosystems, expand green spaces, and enhance carbon sequestration, with progress tracked through the **WE GROW application.**

As of 2025, a cumulative total of 6,265,655 trees have been planted nationwide via the WE GROW application, contributing to the absorption of 330,826 tCO_2e.



True Sustainability Initiative PlookTookTeeDtorJai

True Smart Early Warning System

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

True supports **biodiversity conservation through the Kui Buri Model** in collaboration with WWF Thailand, aiming to promote balanced coexistence between humans and nature. The initiative addresses human and elephant conflict through area management and the application of the **True Smart Early Warning System (TSEWS)** to support monitoring, communication, and real-time alerts. This enhances operational efficiency, reduces pressure on ecosystems, and promotes sustainable coexistence.

In 2025, **no incidents or damages from huma and elephant conflict** were reported under the early warning monitoring project.



Fostering sustainable Coexistence between Humans and Nature

Eastern Sarus Crane Conservation Project

191 Cumulative numbers of Eastern Sarus Crane returned to nature

True is a key partner in the **Eastern Sarus Crane Conservation Project,** collaborating with the Zoological Park Organization of Thailand and UNDP Thailand to restore and increase crane populations in the wild. The initiative leverages digital and communication technologies, research data, monitoring systems, and community engagement to support conservation efforts. It aims to **develop a sustainable conservation model, reduce risks to endangered species**, and preserve ecosystem value, contributing to long-term biodiversity and ecological balance.

In 2025, 18 new Eastern Sarus Cranes were recorded in the wild, bringing the total population to 191 individuals.

Way Forward

Drive the implementation of biodiversity initiatives and strengthen collaboration with stakeholders across the value chain to achieve No Net Loss, Net Positive Impact, and No Gross Deforestation by 2030

GRI 2-6, 2-8, 3-3, 203-1, 203-2, 204-1, 308- 1, 308-2, 414-1, 414-2

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

2025 Target

100%

of significant tier-1 suppliers undergo onsite ESG audits

2025 Performance

100%

of significant tier-1 suppliers underwent onsite ESG audits in 2025



Annual Business Partner Seminar 2025

Global supply chains continue to face increasingly complex and intensifying challenges, driven by economic volatility, geopolitical risks, the impacts of climate change, more stringent sustainability regulations and standards, as well as growing expectations from stakeholders regarding human rights, transparency, and accountability. The Company recognizes that the supply chain is a critical mechanism for maintaining competitiveness, ensuring business continuity, and achieving long-term sustainability goals. Therefore, the Company is committed to strengthening its supply chain management to be more resilient, transparent, and responsible. This is achieved by integrating ESG principles, risk management practices, and digital technologies across the entire value chain, while fostering close collaboration with business partners to jointly create stable and sustainable growth.

Management Structure

Business Partner Code of Conduct

The Company has established and implemented a **Business Partner Code of Conduct** as a framework to ensure that all business partners conduct their operations with integrity, transparency, and accountability, in alignment with sustainable development principles and international best practices. The Code of Conduct covers key areas including compliance with applicable laws and regulations, good corporate governance practices, respect for human rights and fair labor practices, social and community responsibility, environmental protection and efficient resource utilization, as well as anti-corruption in all forms.

The Company also recognizes the importance of workers within its supply chain, particularly those employed by business partners, contractors, and external service providers who play a vital role in supporting the Company's operations. Therefore, business partners are required to treat workers fairly, respect human rights, prohibit child labor and forced labor, and ensure safe and healthy working conditions, in accordance with the Business Partner Code of Conduct and relevant labor laws. Compliance with these principles is considered a key requirement for maintaining business relationships with the Company, ensuring that both parties work together to enhance operational standards across the supply chain and promote long-term sustainable growth.

Management Structure

The Company has established a **Corporate Governance and Sustainability Committee** responsible for setting strategic direction and overseeing the effectiveness of supply chain management in alignment with the Company's overall strategy and sustainability objectives. Key roles and responsibilities include establishing policies and operational frameworks for sustainable supply chain management, monitoring and assessing ESG risks throughout the supply chain, supporting the enhancement of suppliers' operational standards, and driving the reduction of greenhouse gas emissions particularly within Scope 3 to support the Company's Net Zero targets.

The Company's supply chain management covers the procurement of goods and services related to its telecommunications, digital, and infrastructure businesses, including the sourcing of network equipment, information technology systems, construction works, maintenance services, and various supporting services. Business partners, both domestic and international, play a vital role within the Company's value chain, helping to ensure high-quality, reliable, and continuous services for customers while creating long-term business value.

Responsible Supply Chain management Strategy

1. **Enhancing the capabilities of suppliers and business partners** to conduct business with a focus on sustainability beyond quality standards
2. **Promoting the use of technology and innovation** in operations.
3. **Strengthening collaboration with suppliers and business partners** to enhance efficiency and productivity in cost management.
4. **Managing the supply chain** in alignment with sustainability principles and the Company's business direction.
5. **Fostering an ESG-driven culture of sustainable** business practices among suppliers and business partners throughout the supply chain.

Management of Material Topics

The Company integrates the results of its Materiality Assessment into the development of policies, targets, and supply chain management processes. This approach covers:

- Identifying ESG-related risks and opportunities within the supply chain
- Establishing control measures to mitigate potential impacts
- Monitoring performance through clearly defined indicators
- Reviewing and continuously improving processes in accordance with the PDCA (Plan–Do–Check–Act) framework

The Company's sustainable supply chain management practices also contribute to positive economic impacts, including income distribution, support for domestic entrepreneurs, and the enhancement of supplier capabilities-particularly among small and medium-sized enterprises (SMEs).

Procurement Management Approach

1. The Company prioritizes **procurement from domestic suppliers**, particularly **small and medium-sized enterprises (SMEs),** which play a vital role in income distribution, strengthening the domestic economy, and enhancing the long-term competitiveness of Thai entrepreneurs.
2. In its operations, the Company considers procurement that supports the local economy while maintaining standards of **quality, cost-effectiveness, and sustainability,** ensuring a balance between business efficiency and the creation of sustainable economic and social value.
3. In 2025, approximately 98% of the Company's total procurement value was sourced from domestic suppliers, reflecting the Company's strong commitment to supporting the national economy while conducting business in a responsible and sustainable manner.

Conflict Minerals Management

The Company requires its suppliers to source raw materials from reliable and responsible sources and to conduct procurement in a manner that avoids association with operations involving human rights violations or entities subject to trade sanctions. This requirement covers four key minerals: tin (Sn), tantalum (Ta), tungsten (W), and gold (Au), in line with the Company's **Conflict Minerals practices,** to support a transparent and ethical supply chain.

The Company also conducts supplier information verification, and these expectations are clearly communicated through the Business Partner Code of Conduct, which outlines ethical standards and responsible business practices for all suppliers.

Supplier Selection Criteria

The Company integrates ESG considerations into its supplier and business partner selection process prior to procurement activities. This process includes an **online self-assessment system,** together with supplier verification procedures, to evaluate potential suppliers and identify potential risks.

The Company conducts **Supplier Due Diligence and Business Partner Self-Assessment** to assess suppliers' compliance with responsible business practices. These assessments cover key ESG aspects, including environmental management, social responsibility, and corporate governance. The process also includes the identification and management of specific risk categories, such as industry-related risks and product quality risks.

In addition, all business partners are required to acknowledge and comply with the Company's **Business Partner Code of Conduct** as a condition for becoming a supplier. This ensures that suppliers operate in alignment with responsible business practices and ESG principles.

In 2025, 100% of the Company's suppliers acknowledged and signed the Business Partner Code of Conduct, reflecting the Company's commitment to promoting responsible practices across its supply chain.

Identification of Key suppliers and at-risk partners

Suppliers that meet the Company's supplier selection criteria are further evaluated to identify Significant Tier 1 Suppliers and Significant Tier 1 High-Risk Suppliers. The Company applies **four key criteria** in identifying significant suppliers:

1. Suppliers providing high-value goods and services, identified through spending analysis
2. Suppliers delivering critical goods and services essential to the Company's operations
3. Suppliers providing goods and services with limited market competition
4. Suppliers identified as having high ESG or operational risk, which are categorized as significant suppliers requiring enhanced monitoring

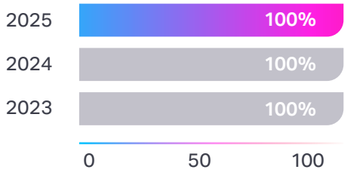
2025 Performance

The Company has made continuous progress in integrating ESG principles into its responsible supply chain management. This includes expanding the implementation of the Business Partner Code of Conduct, enhancing supplier monitoring and evaluation systems through digital technologies, and strengthening transparency across the supply chain. These efforts help mitigate environmental and social risks, while also supporting the reduction of greenhouse gas emissions across the value chain (Scope 3), contributing to the Company's long-term Net Zero commitment.

Supplier ESG self-assessments are conducted through an online platform in accordance with the Company's ESG established criteria, In addition, all suppliers have formally acknowledged and committed to the Company's Business Partner Code of Conduct.

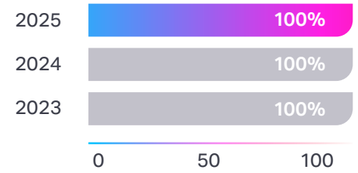
100%

Suppliers assessed on ESG through online supplier self-assessment system



100%

Suppliers have received and agreed to comply with True's Business partner Code of Conduct



In 2025, a total of 1,384 suppliers (both Tier-1 and non-Tier-1), including 47 significant suppliers, underwent the Company's supplier assessment process through both desk assessment and on-site assessment (100%). Among these suppliers,

- 44 significant Tier-1 suppliers were identified, including 5 classified as high-risk suppliers.
- 3 significant non-Tier-1 suppliers were identified, with no high-risk suppliers in this category.

Significant suppliers accounted for 85% of the Company's total procurement value, covering five key categories of goods and services. The assessment process and supplier classification were reviewed and verified by an independent third party to ensure transparency and reliability.

Supplier Assessment

In **2025**, the Company conducted a systematic assessment of its key suppliers, covering Significant Tier 1 Suppliers, Significant Tier 1 High-Risk Suppliers, and Significant Tier 2 Suppliers. The assessment process was carried out by a combination of **independent third-party auditors** and **internal auditors** to ensure transparency and reliability. The Company employed multiple assessment approaches, including Desk Assessments, On-site Audits at supplier operational sites, and Remote Audits. These assessments were conducted in accordance with Environmental, Social, and Governance (ESG) frameworks to comprehensively evaluate supplier risks, impacts, and the effectiveness of their management systems. All significant suppliers, both direct and indirect, within the scope of the assessment were **fully assessed (100%),** reflecting the Company's commitment to strengthening responsible supply chain management and continuously enhancing supplier standards.

Assessment Findings

Based on the assessment results, some suppliers were identified as requiring improvement in certain areas:

Economic: No issues were identified.

Social: Improvements are required in compliance with occupational health and safety regulations, particularly in employee training and the establishment of responsible personnel to promote workplace safety. In addition, efforts to enhance awareness of human rights and non-discrimination practices should be strengthened.

Environmental: Improvements are needed in the **completeness of policies and operational practices related to waste management,** as well as in **greenhouse gas emissions data management,** to ensure more concrete and measurable environmental performance.

For suppliers identified with improvement areas, the Company requires the development and implementation of **Corrective and Preventive Action Plans (CAPA)** with clearly defined timelines. The Company continuously monitors progress until corrective actions are fully completed. This process reflects the Company's commitment to enhancing supplier performance and promoting a responsible, transparent, and sustainable supply chain.

Results of Significant Suppliers On-site Audit Assessment in 2025

In 2025, the Company conducted sustainability assessments covering 47 significant Tier-1 and non-Tier-1 suppliers. The assessment identified 5 suppliers with social impacts and 2 suppliers with environmental impacts related to their operations.

All identified suppliers were required to develop and implement corrective action plans to address the identified issues. The Company monitored the implementation of these corrective actions to ensure effective mitigation of the impacts. No supplier contracts were terminated or suspended.

Results of Significant Supplier Assessments for Tier-1 and Non-Tier-1 Suppliers	Number of suppliers identified with negative impacts		
	Economic impact	Social impact	Environmental impact
• Number of suppliers supported in corrective action plan implementation	0	5	2
• Number of suppliers assessed with substantial actual/potential negative impacts and agreed a corrective/ improvement plan	0	5	2
• Number of suppliers contract review	0	0	0

Post-Assessment Corrective Actions and Recommendations

To ensure that suppliers operate in accordance with the Company's established standards, the Company has implemented the following processes:

1. Providing suppliers with assessment reports, including recommendations and corrective action guidelines
2. Monitoring the progress of improvement and corrective actions implemented by suppliers
3. Providing sustainability training and capacity-building programs for suppliers
4. Establishing communication channels to receive feedback and suggestions from suppliers

The Company utilizes the results of supplier risk assessments conducted through both **desktop assessments and on-site audits** to drive tangible improvements, with a focus on preventing and mitigating environmental, social, and governance (ESG) impacts across the supply chain.

In cases where environmental or social risks or negative impacts related to suppliers' operations are identified, the Company collaborates with suppliers to develop and implement Corrective Action Plans (CAPs) in a structured manner. Clear timelines are established, and progress is closely monitored to ensure effective remediation and to mitigate potential risks that may affect the Company, its stakeholders, and the long-term sustainability of the supply chain.

For significant ESG risk issues, the Company conducts additional in-depth reviews in collaboration with suppliers to analyze root causes, determine appropriate mitigation measures, and carry out follow-up assessments to ensure that suppliers' operations comply with the Company's sustainability policies, requirements, and standards.

The frequency of supplier assessments is determined based on the supplier's risk level. High-risk significant suppliers are assessed at least annually, while medium- and low-risk significant suppliers are assessed at least once every three years.

This approach reflects the Company's systematic management of supply chain sustainability issues and its commitment to addressing suppliers' environmental and social risks. **In cases where suppliers fail to implement the required corrective actions** despite appropriate guidance and follow-up, the Company reserves the right to review the business relationship, which may include suspension of procurement or contract termination, in order to uphold sustainability standards and maintain the integrity of the supply chain.

Supplier Development

The Company continuously promotes supplier development and the enhancement of ESG standards across its supply chain to strengthen suppliers' knowledge, understanding, and capabilities in conducting business sustainably across environmental, social, and governance (ESG) dimensions. In 2025, 100% of significant suppliers (47 suppliers) participated in supplier development and ESG capacity-building initiatives. These efforts supported suppliers in improving operational processes, reducing energy consumption, enhancing resource efficiency, and strengthening competitiveness, while contributing to positive economic, social, and environmental impacts throughout the supply chain.

ESG Supplier Handbook

The Company places strong emphasis on building suppliers' capabilities through knowledge sharing, ESG training programs, and the development of sustainability guidelines. To support this effort, the Company has developed and disseminated an **ESG Supplier Handbook,** which serves as a key reference for integrating ESG principles into suppliers' operational processes in a systematic manner across all organizational levels and throughout the value chain. This approach supports the creation of shared value and long-term sustainable growth for both the Company and its suppliers.

QR Code
ESG Supplier handbook

Greenhouse Gas Emissions Data Management Platform

In addition, the Company supports suppliers through infrastructure and digital tools for environmental data management. The Company provides access to a **Greenhouse Gas (GHG) Emissions Data Platform and Consulting Service** to enhance suppliers' capabilities in measuring, analyzing, and managing greenhouse gas emissions in a systematic manner. This platform enables suppliers to improve their readiness for the transition toward a low-carbon economy and respond to increasing stakeholder expectations regarding climate action. The tools and support provided also help suppliers align their operational practices with international standards and best practices, thereby strengthening supply chain resilience and promoting long-term sustainable growth across the value chain.

True Supplier Forum 2025

The Company organized the **True Supplier Forum 2025** under the theme **"Together for Net Zero"** to strengthen collaboration with suppliers and accelerate sustainability initiatives across the supply chain. A key highlight of the forum was the launch of the **Green Financing Program,** the first initiative of its kind in Asia, developed in collaboration with Bangkok Bank and TMB Thanachart Bank. The program aims to support suppliers in accessing green financing more conveniently and to encourage the implementation of environmental and clean energy projects through sustainability-linked financing.

During the forum, the Company also reinforced the importance of occupational health and safety (OHS) management across the supply chain by setting a Zero Fatalities target, aiming to eliminate work-related fatalities and enhance safety standards for both employees and supplier workers.

This forum serves as a key platform **to accelerate the reduction of supply chain greenhouse gas emissions (Scope 3)** in alignment with the principles of the Science Based Targets initiative (SBTi) and the Company's Net Zero target by 2050. In 2025, more than 100 suppliers participated in the forum, and 100% of participating suppliers completed ESG assessments .



True Supplier Forum 2025

True Suppliers Day 2025

The Company organized the **True Suppliers Day 2025** seminar as part of its **Business Partner Audit Programs,** bringing together key suppliers to communicate the Company's sustainability goals, policies, and operational guidelines. The seminar aimed to enhance mutual understanding and strengthen collaboration in responsible supplier management across the supply chain.

The program focused on sharing key information, including annual targets related to Health, Safety and Security (HSS) and the Sustainable Corporate Supply Chain (SCS) framework, as well as updates on the Company's Business Partner Management (BPM) performance and supplier management approach for the year. The session also covered post-contract management processes and the scope of ESG assessments.

In addition, the seminar provided detailed explanations of the supplier audit process, annual audit plans, corrective action planning and implementation, and systematic follow-up procedures. It also addressed third-party audits and service level agreement (SLA) management. These initiatives aim to promote a shared understanding with suppliers and continuously enhance supplier operational standards in alignment with the Company's sustainability commitments

Way Forward

The Company is committed to advancing responsible business practices alongside sustainable growth across environmental, social, and governance (ESG) dimensions. The Company **works closely with its suppliers to build a resilient, transparent, and accountable business ecosystem across the value chain.** Key priorities include the protection of human rights throughout the value chain, strengthening occupational health and safety standards, particularly for high-risk operations, and continuously enhancing risk management and ethical governance practices.

To support these efforts, the Company regularly organizes training sessions and seminars to enhance suppliers' knowledge and understanding of sustainability practices. In addition, the Company has strengthened its supplier assessment system through the **Pantavanij** to improve transparency and oversight in supplier management.

APPENDIX

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

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

ABOUT THIS REPORT

Objective of the Report

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

Reporting Framework and Reference Standards

- Reported in accordance with the **Global Reporting Initiative (GRI) Standards 2021** and the **International Sustainability Standards Board (ISSB)** standards, both of which are internationally recognized frameworks for material topic disclosure
- Aligned with the 17 United Nations Sustainable Development Goals, the 10 Principles of the UN Global Compact, and the advanced level of the 21 UN Global Compact Communication on Progress, as well as the Philosophy of Economic Sufficiency.

Reporting Scope

This report outlines the sustainability performance of True Corporation Public Company Limited (True) for the Fiscal Year 2025 (January 1, 2025 – December 31, 2025). It covers the Company's performance across economic, social, and environmental dimensions and aims to communicate key sustainability issues with stakeholders. There have been no changes to the reporting scope compared to 2024.

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 (TrueMoveH 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 2025, and additional information can be referenced from the Annual Report and Company Website.

External Assurance

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

Details of the 2025 indicators that were verified can be found in the appendix of this report.

Contact Channels

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

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

Click here:
https://www.true.th/sustainability/en/

EXTERNAL ASSURANCE STATEMENT

Independent Assurance Statement

Introduction and Engagement

TRUE CORPORATION PUBLIC COMPANY LIMITED (hereafter 'TRUE') commissioned TÜV NORD (Thailand) Ltd. (hereafter 'TUVN') for Sustainability Assurance Engagement. TUV NORD provides independent assurance on TRUE's sustainability report, (hereinafter 'the Report'), for the applied reporting period for the calendar year 2025. The assurance engagement was carried out in accordance with the Global Reporting Initiative (GRI) Standards at a limited level of assurance, TUVN's verification procedures are based on current best practices and are aligned with ISAE 3000 and ISAE 3410 (limited assurance). The Report covers TRUE's Sustainability Report for the period 1st January 2025 to 31st December 2025. The desk review was conducted in February 2026, all verification activities and interviews were carried out from February 2026 through March 2026.

Scope, Boundary and Limitations of Assurance

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

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

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

The reporting aspect boundaries are set out in the Report covering the sustainability performance of 4 mains businesses and group investment structure in line with TRUE PUBLIC COMPANY LIMITED's Annual Report 2025.

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

Verification Methodology

This assurance engagement was planned and carried out in accordance with the GRI Standards, ISAE 3000 and ISAE 3410. The Report was evaluated against the following criteria,

- International Standard on Assurance Engagement ISAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information and ISAE 3410 Assurance Engagements on Greenhouse Gas Statements
- Application of the principles and requirements of the Global Reporting Initiative Standards.

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TÜVNORDGROUP

During the assurance engagement, TUVN adopted a risk-based approach, concentrating on verification efforts on the significant TRUE's context and its stakeholders. TUVN has sample locations namely some network locations, office locations and some shop locations, while all locations were verified by remote technic. TUVN verified the statements and claims made in the Report and assessed the robustness of the underlying data management system, information flows and controls. In doing so

- TUVN reviewed the approach adopted by TRUE for the stakeholder engagement and materiality process. TUVN performed limited internal stakeholder engagement to verify the qualitative statements made in the Report;
- TUVN verified the sustainability-related statements and claims made in the Report and assessed the robustness of the data management system, information flow and controls;
- TUVN examined and reviewed the documents, data and other information made available by TRUE for the reported disclosures including the Disclosure on Management Approach and performance indicators;
- TUVN conducted interviews with key representatives including data owners and decision-makers from different functions of the Company during the verification;
- TUVN performed sample-based reviews of the mechanisms for implementing the sustainability related policies, as described in TRUE's Sustainability Report;
- TUVN verified sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report for the reporting period;

Opportunities for Improvement

There is not any opportunity raised in this reporting period.

Conclusions

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

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

The following 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
Direct (Scope 1) GHG emissions	GRI 305-1
Indirect (Scope 2) GHG emissions	GRI 305-2
Indirect (Scope 3) GHG emissions • Cat.1 Purchased Goods and Service • Cat.3 Fuel and energy-related activities • Cat.5 Waste Generate from Operation • Cat.11 Use of sold products	GRI 305-3
GHG emissions intensity	GRI 305-4
Waste generated	GRI 306-3
Waste diverted from disposal	GRI 306-4
Waste detected to disposal	GRI 306-5

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Material aspects	GRI Disclosure Number
New suppliers that were screened using environmental criteria	GRI 308-1
Negative environmental impacts in the supply chain and actions taken	GRI 308-2
Work-related injuries	GRI 403-9
Work-related ill health	GRI 403-10
Average hours of training per year per employee	GRI 404-1
Percentage of employees receiving regular performance and career development reviews	GRI 404-3
Ratio of basic salary and remuneration of women to men	GRI405-2
New suppliers that were screened using social criteria	GRI 414-1
Negative social impacts in the supply chain and actions taken	GRI 414-2
Quantify the level of availability of telecommunications products and services in areas where the organisation operates	GRI PA 4
Number and types of telecommunication products and services provide to and used by low- and no-income sectors of the population. Provide definitions selected (Telecommunications Sector Supplement: Providing Access)	GRI PA 5

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

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

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

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

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

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

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TÜVNORDGROUP

TUV's Competence and Independence

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

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

TÜVNORD Digitally signed by Numfon Sangeamruk Date: 2026.03.25 17:05:40 +07'00'

Date: 25 March 2026/Place: Bangkok, Thailand Project Reference No. TUVN/TRUE/SA 2025

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TÜVNORDGROUP

Independent Assurance Statement

True ‘s SUSTAINABILITY-LINKED LOANS (SLL’)

Introduction and Engagement

TRUE CORPORATION PUBLIC COMPANY LIMITED (hereafter ‘TRUE’) commissioned TUV NORD (Thailand) Ltd. (hereafter ‘TUVN’) to conduct a limited assurance engagement on the Sustainability-Linked Loan (SLL) Performance of TRUE’s Key Performance Indicators (KPIs), assessed against TRUE’s Sustainable Financing Framework, which is aligned with the Sustainability-Linked Loan Principles (SLLP) 2023. TUVN performed an independent assurance of TRUE’s Sustainability-Linked Loan Performance for the reporting period covering the calendar year 2025.The assurance procedures, including desk review, verification, evidence collection and stakeholder interviews, were undertaken in February 2026, and the final review was completed in March 2026.

Scope, Boundary and Limitations of Assurance

The scope of the independent external verification is to provide third-party assurance on the 2025 performance level against the Sustainability Performance Targets (SPTs) of TRUE CORPORATION PUBLIC COMPANY LIMITED. With respect to the relevant KPIs, the assurance engagement includes the following

- Undertaking verification—including desk review, data verification, evidence gathering, and interviews—with processes carried out in line with the Sustainability-Linked Loan Principles (SLLP) requirements on KPI selection

  KPI 1: KPI 1: Annual reduction of GHG Scope 1 and Scope 2 emissions (%)

  SPT 1: 21.0 % reduction by FY2025 from 2020 base line (823,131 tonCO_2eq)

  KPI 2: Annual solar cell capacity at cell sites (MWp)

  SPT 2: 45 MWp by FY2025

- Reviewing other relevant rules, including applicable national legislation, regulatory requirements, and sustainability criteria that relate to the KPIs and are applicable to TRUE’s business operations

The independent assurance engagement is not intended to provide consultancy services to the reporting organization. Its purpose is limited to evaluating the accuracy, completeness, and alignment of the reported Sustainability-Linked Loan performance with the defined criteria. However, stated requests for clarifications and/or corrective actions may provide input for improvement of the Sustainability performance of the reporting year. The sustainability performance report boundary encompasses.

Our engagement did not include an assessment of the adequacy or effectiveness of TRUE’s overall sustainability strategy, nor did it evaluate the management of sustainability-related issues beyond the scope of the specified KPIs and Sustainability Performance Targets (SPTs). The assurance procedures were limited strictly to verifying the accuracy and reliability of the reported KPI performance for the 2025 reporting period. During the assurance process, TUVN did not come across the limitations to the scope of the agreed assurance engagement. No external stakeholders were interviewed as a part of the sustainability engagement for the reporting period.

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Verification Methodology

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

KPI 1: KPI 1: Annual reduction of GHG Scope 1 and Scope 2 emissions (%)

SPT 1: 21.0 % reduction by FY2025 from 2020 base line (823,131 tonCO2 eq)

KPI 2: Annual solar cell capacity at cell sites (MWp)

SPT 2: 45 MWp by FY2025

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

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

Conclusions

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

Reporting year 2025	Sustainability Performance Targets	Report performance
Year ends on 31. December 2025.	SPT1 Annual reduction of GHG Scope 1 and Scope 2 emissions 21.0 % reduction by FY2025 from 2020 base line (823,131 tonCO2 eq)	• True reduces GHG Scope 1 and scope 2 emission end on 31.12.2025 is 28.4 % reduction from year 2020 baes line (823,131 tonCO2 eq). • The performance level of FY 2025 can be achieved the SPT 1.

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Reporting year 2025	Sustainability Performance Targets	Report performance
Yearends on 31. December 2025.	SPT2 Annual solar cell capacity at cell sites is 45 MWp by FY2025	• True installed solar cell, while the capacity at cell sites as end on 31.12.2025 is 49.27 MWp. • The performance level of FY 2025 can be achieved the SPT 2.

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

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

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

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

TUV’s Competence and Independence

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

Mr. Tanatas Pudpong	Dr. Chockchai Anamtawach	Ms. Numfon Sangeamruk
(Lead Verifier)	(Technical Reviewer)	(Final Reviewer)
P. Tanatas	C. Anamtawach	Digitally signed by Numfon Sangeamruk Date: 2026.03.30 10:00:14 +07'00'

Date: 30 March 2026/Place: Bangkok, Thailand

Project Reference No: UVN/TRUE/SLL/2025

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UNITED NATIONS SUSTAINABILITY GOALS (UN SDGs)

SDG	CHAPTER	Pages
	Social Impact Management	58-64
	Social Impact Management	58-64
	Human Capital Development, Social Impact Management	31-37, 58-64
	Digital Inclusion for Education, Social Impact Management	42-45, 58-64
	Corporate Governance, Human Capital Development, Human Rights Management	17-19, 29-33, 34-39
	Environmental and Climate Change Management	66-76

SDG	CHAPTER	Pages
	Environmental and Climate Change Management	66-76
	Cybersecurity, Data Privacy & Responsible AI, Human Capital Development, Human Rights Management, Social Impact Management, Innovation Management	26-27, 28-30, 31-37, 38-41, 58-64, 55-57
	Digital Inclusion and Education. Cybersecurity, Data Privacy & Responsible AI, Network Availability & Reliability, Innovation Management	42-45, 26-27, 28-30, 47-49
	Corporate Governance, Digital Inclusion for Education, Human Capital Development, Human Rights Management, Social Impact Management	17-19, 42-45, 31-37, 38-41, 58-64
	Human Rights Management	38-41
	Human Rights Management, Environmental and Climate Change Management, Responsible Supply Chain Management	38-41, 66-76, 77-80

SDG	CHAPTER	Pages
	Environmental and Climate Change Management	66-76
	Social Impact Management	58-64
	Social Impact Management, Environmental and Climate Change Management	58-64, 66-76
	Corporate Governance, Cybersecurity, Data Privacy & Responsible AI, Stakeholder Engagement, Human Rights Management	17-19, 26-27, 28-30, 13-15, 38-41
	Corporate Governance, Stakeholder Engagement, Digital Inclusion for Education, Human Rights Management, Social Impact Management	17-19, 13-15, 42-45, 28-30, 58-64

WE SUPPORT UN GLOBAL COMPACT

UN COMMUNICATION ON PROGRESS

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

ROBUST ANTI-CORRUPTION MANAGEMENT POLICIES & PROCEDURE		
Criterion 12:	The COP describes robust commitments, strategies or policies in the area of anti-corruption	**Chapter :** Corporate Governance, Risk & Crisis Management
Criterion 13:	The COP describes effective management systems to integrate the anti-corruption principle	
Criterion 14:	The COP describes effective monitoring and evaluation mechanisms for the integration of anti-corruption	
TAKING ACTION IN SUPPORT OF BROADER UN GOALS AND ISSUES		
Criterion 15:	The COP describes core business contributions to UN goals and issues	**Chapter:** Sustainability at True, UN SDGs Index
Criterion 16:	The COP describes strategic social investments and philanthropy	**Chapter:** Social Impact Management
Criterion 17:	The COP describes advocacy and public policy engagement	**Chapter:** Corporate Governance, Risk & Crisis Management
Criterion 18:	The COP describes partnerships and collective action	**Chapter:** Human Rights Management
CORPORATE SUSTAINABILITY GOVERNANCE AND LEADERSHIP		
Criterion 19:	The COP describes CEO commitment and leadership	**Chapter:** Chairman Message, GCEO Message
Criterion 20:	The COP describes Board adoption and oversight	**Chapter:** Corporate Governance, Risk & Crisis Management
Criterion 21:	The COP describes stakeholder engagement	**Chapter:** Stakeholder Engagement, Materiality

GRI STANDARDS 2021

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 2025
GRI 1 used	**GRI 1: Foundation 1**
Applicable GRI Sector Standards	Not currently available

GRI 2: GENERAL DISCLOSURE 2021

Disclosure Section	Disclosure #	Disclosure Name	Chapter/Reference	Pages	Note /Omission
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	82	
	2-3	Reporting period, frequency and contact point		82	
	2-4	Restatements of information		82	
	2-5	External assurance		83-85	
Activities and workers	2-6	Activities, value chain and other business relationships	About True Responsible Supply Chain Management	7, 77-80	
	2-7	Employees	Human Capital Development, Performance Summary	31-37 91-98	
	2-8	Workers who are not employees	Human Capital Development, Responsible Supply Chain Performance Database	31-37 77-80 91-98	
Governance	2-9	Governance structure and composition	Sustainability at True	8-10	
	2-10	Nomination and selection of the highest governance body			
	2-11	Chair of the highest governance body			
	2-12	Role of the highest governance body in overseeing the management of impacts			
	2-13	Delegation of responsibility for managing impacts			
	2-14	Role of the highest governance body in sustainability reporting	Sustainability at True	17-20	
	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
Governance	2-19	Remuneration policies	-		Disclosed in Annual Report
	2-20	Process to determine remuneration	-		Disclosed in Annual Report
	2-21	Annual total compensation ratio	Performance Summary		
Strategy, policies and practices	2-22	Statement on sustainable development strategy	Message from The Chairman, Message from GCEO, Sustainability at True,Environmental, Climate Change Management & Biodiversity	3-4, 8-10, 66-76	
	2-23	Policy commitments	About True, Sustainability at True, Stakeholder Engagement, Corporate Governance	7 8-10 13-15 17-20	
	2-24	Embedding policy commitments	Corporate Governance	17-20	
	2-25	Processes to remediate negative impacts			
	2-26	Mechanisms for seeking advice and raising concerns			
	2-27	Compliance with laws and regulations			
	2-28	Membership associations			
Stakeholder Engagement	2-29	Approach to stakeholder engagement	Stakeholder Engagement, Network Availability and Reliability, Social Impact Management, Customer Relationship Management,Environmental, Climate Change Management & Biodiversity	13-15 47-49 58-64 50-54 66-76	
	2-30	Collective bargaining agreements	Corporate Governance	17-20	

GRI STANDARD 2021

GRI MATERIAL TOPIC DISCLOSURE			
Disclosure Section		Disclosure Number & Name	Page
PERFORMANCE HIGHLIGHT			
201 Economic Performance	201-1	Direct economic value generated and distributed	91
LIVING RIGHT			
CORPORATE GOVERNANCE			
205 Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	17-20
	205-3	Confirmed incidents of corruption and actions taken	
206 Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	
415 Public Policy 2016	415-1	Political Contribution	
CYBER SECURITY			
418 Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	27
DATA PRIVACY AND RESPONSIBLE AI			
418 Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	30
HUMAN CAPITAL DEVELOPMENT			
401 Employment	401-1	New employee hires and employee turnover	94
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	31-37
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Telecom Sector Supplement: Providing Access	PA 2	Policies and practices to overcome barriers for access and use of telecommunication products and services including language, culture, illiteracy, and lack of education, income, disabilities, and age. Include an explanation of business models applied	

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PERFORMANCE

1 ด้านเศรษฐกิจ ECONOMIC

2 ด้านสิ่งแวดล้อม ENVIRONMENT

3 ด้านพนักงานและแรงงาน LABOR PRACTICES

4 ด้านอาชีวอนามัยและความปลอดภัยในการทำงาน OCCUPATIONAL, HEALTH & SAFETY

PERFORMANCE
ด้านเศรษฐกิจ ECONOMIC

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	ECONOMIC						
201-1	**การสร้างมูลค่าทางเศรษฐกิจโดยตรง***	**Direct Economic Value Generated**					
	สินทรัพย์รวม	Total assets	Million Baht	618,096	744,722	675,483	664,230
	รายได้จากการดำเนินงานทั้งหมด	Total revenue		135,076	202,765	206,020	195,669
	รายได้จากการให้บริการโทรศัพท์เคลื่อนที่และบริการอื่น	Revenue from telephone and other services		113,952	158,609	187,154	176,712
	การกระจายมูลค่าทางเศรษฐกิจ	**Economic Value Distributed**					
	ค่าใช้จ่ายเกี่ยวกับการพนักงาน	Staff cost	Million Baht	10,882	14,771	10,144	8,424
	ต้นทุนในการให้บริการรวม	Total cost of providing services		132,948	117,192	125,607	110,804
	ต้นทุนทางการเงิน	Finance costs		19,343.20	6,076	22,825	20,600
	การจ่ายสำหรับผลการดำเนินงาน	**Payment to Provider of Capital**					
	การจ่ายเงินปันผล	Dividend payments	Million Baht	2,334	2,334	-	10,700
	เงินที่จ่ายให้แก่ภาครัฐ: ภาษีเงินได้	Payment to government: income tax expense		(415)	(229)	(182)	2,160
	เงินลงทุนและเงินบริจาคเพื่อสนับสนุนชุมชนและสังคม	Community Investment		196	72	78	106
	งบกำไรขาดทุน	**Consolidated Income Statement**					
	กำไรสุทธิ สำหรับส่วนที่เป็นของบริษัท	Net profit (loss) to equity shareholders of the Company	Million Baht	(18,285)	(15,689)	(10,966)	9,240
	กำไรก่อนดอกเบี้ยภาษีค่าเสื่อมและค่าตัดจำหน่าย	EBITDA		52,804	85,735	98,142	105,026

หมายเหตุ * มีการรวมธุรกิจมีผลวันที่ 1 มีนาคม 2566 (2023) และ ข้อมูลปีดังกล่าว อ้างอิง งบกำไรขาดทุน (ปรับปรุง) - การเงินรวมเสมือน (ตามการจัดประเภทรายการใหม่) โดยรายได้มาจากการให้บริการไม่รวมค่าเชื่อมต่อโครงข่าย IC

Remarks : * The business amalgamation was effective 1 March 2023. For the 2023 information, please refer to the normalized and consolidated statement of income (loss) on a pro forma (reclassified) basis, in which revenues are presented from service revenues excluding interconnection (IC).

PERFORMANCE
ด้านสิ่งแวดล้อม ENVIRONMENT

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	ENVIRONMENT						
302-1	**ปริมาณพลังงานทั้งหมดที่ใช้**	**Energy consumption**	GJ	3,586,836.34	7,270,511.59	7,026,893.52	6,582,508.62
	ปริมาณพลังงานที่ใช้แล้วหมดไป	Energy consumption from non-renewable fuels	GJ	2,817.70	159,946.84	65,515.88	53,797.91
	- น้ำมันดีเซล (ทุกประเภท)	- Diesel		2,817.70	72,341.80	44,926.87	43,390.70
	- น้ำมันเบนซิน (ทุกประเภท)	- Gasoline		0.00	87,605.05	20,589.01	10,407.21
	- ก๊าซธรรมชาติ	- CNG		0.00	0.00	0.00	0.00
	- เชื้อเพลิงปิโตรเลียมเหลว	- LPG		0.00	0.00	0.00	0.00
	ปริมาณพลังงานไฟฟ้า (ซื้อ)	**Electricity consumption (purchased)**		3,471,784.51	7,008,167.96	6,834,600.44	6,393,128.30
	- National Grid	- National Grid		2,517,784.51	5,748,167.96	5,964,351.75	5,013,968.30
	- Renewable Energy Certificate (REC)	- Renewable Energy Certificate (REC)		954,000.00	1,260,000.00	870,248.70	1,379,160.00
	ปริมาณพลังงานหมุนเวียน (โซลาร์เซลล์)	**Energy consumption from renewable energy (Solar cells)**	GJ MWh	112,234.14 31,176.15	102,396.78 28,443.55	126,777.19 35,215.89	135,575.32 37,659.81
	การติดตั้งพลังงานหมุนเวียน (Solar Cell)	Solar Cell Installation	MWp	NA	36.21	46.15	49.27
	สัดส่วนการติดตั้งและใช้พลังงานแสงอาทิตย์ต่อพลังงานที่ใช้ทั้งหมด	Percentage of Solar Energy to Total Energy Consumption	%	3.13%	1.41%	1.80%	2.06%
	ปริมาณพลังงานหมุนเวียนทั้งหมด (Solar Cell และ REC)	Total Renewable Energy (Solar Cell and REC)	MWh	296,176	378,444	276,952	420,760
	สัดส่วนพลังงานหมุนเวียนต่อพลังงานที่ใช้ทั้งหมด	Percentage of Renewable Energy to Total Energy Consumption	%	29.73%	18.74%	14.19%	23.01%
302-3	**การใช้พลังงานต่อรายได้**	**Energy Intensity**	GJ per Million Baht	26.55	35.86	34.11	33.64
	การปล่อยก๊าซเรือนกระจก ขอบเขตที่ 1 และ 2 (Market-based)	**Greenhouse Gas Emissions Scope 1 and Scope 2 (Market-based)**	Ton of CO_2e	320,776	718,999	671,455	588,985
305-1	**การปล่อยก๊าซเรือนกระจกทางตรง (GHG ขอบเขตที่ 1)**	**Total Direct GHG emissions (GHG Scope 1)**	Ton of CO_2e	8,850.13	16,445.28	10,405.66	6,807.45
	- การเผาไหม้เชื้อเพลิง	- Fuel combustion	Ton of CO_2e	201.16	10,541.31	4,592.73	3,805.22
	- การรั่วไหลของสารทำความเย็น	- Fugitive Emissions		8,648.98	5,903.97	5,812.93	3,002.23
	การปล่อยก๊าซคาร์บอนไดออกไซด์จากเชื้อเพลิงชีวภาพ	Biogenic CO_2 emissions		9.42	983.02	255.63	195.78
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_2e	430,115.52	856,553.86	757,501.55	742,313.23
	- Base on Market-based method	- Base on Market-based method		311,925.52	702,553.86	661,048.99	582,177.43
305-3	**การปล่อยก๊าซเรือนกระจกทางอ้อม (GHG ขอบเขตที่ 3)**	**Total Indirect GHG emissions (GHG Scope 3)**	Ton of CO_2e	244,594.00	343,832.00	227,916.05	190,754.28

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	ENVIRONMENT						
305-4	**การปล่อยก๊าซเรือนกระจก (Scope 1 และ Scope 2) ต่อรายได้**	**GHG (Scope 1 and Scope 2) Intensity**	tonCO_2e per Million Baht	2.37	3.55	3.26	3.01
303-3 (2018)	**ปริมาณการนำน้ำมาใช้ทั้งหมด**	**Water withdrawal**	Mega liter	119.28	162.67	151.76	98.79
	น้ำประปา (น้ำจืด: Total Dissolved Solids ≤ 1,000 mg/L)	Municipal water supply (Freshwater: Total Dissolved Solids ≤1,000 mg/L)	Mega liter	119.28	162.67	151.76	98.79
	ปริมาณการนำน้ำจากพื้นที่ที่มีความเครียดน้ำมาใช้	Total Water Withdrawal from Water Stress Areas	Mega liter	13.88	8.79	151.76	98.79
	การนำน้ำมาใช้ต่อรายได้	**Water withdrawal Intensity**	liter per Million Baht	883	802	737	505
306-3 (2020)	**ปริมาณของเสียทั้งหมด**	**Total Waste**	Metric tons	441.85	554.01	508.75	421.83
	ปริมาณของเสียไม่อันตราย	**Non-Hazardous Waste**	Metric tons	424.49	541.12	495.23	392.98
	- นำไปฝังกลบ (ภายนอกหน่วยงาน)	- Landfill (Offsite)	Metric tons	383.65	496.52	401.83	369.21
	- นำไปเผาด้วยเตาเผา (ภายนอกหน่วยงาน)	- Incineration without Energy Recovery (Offsite)		0	0	0	0
	- เผานำพลังงานกลับมาใช้ (ภายนอกหน่วยงาน)	- Incineration with Energy Recovery (Offsite)		0	0	0	0
	- ทำปุ๋ย (ภายนอกหน่วยงาน)	- Composting (Offsite)		0	0	0	0
	- นำไปเป็นอาหารสัตว์ (ภายนอกหน่วยงาน)	- Used as animal feed (Offsite)		1.58	9.69	78.97	17.67
	- นำไปใช้ซ้ำ	- Reused		0	0	0	0
	• ในพื้นที่หน่วยงาน	• Onsite		0	0	0	0
	• นอกพื้นที่หน่วยงาน	• Offsite		0	0	0	0
	- นำกลับมาใช้ใหม่ (ภายนอกหน่วยงาน)	- Recycling (Offsite)		39.26	34.91	14.44	6.10
306-3 (2020)	**ปริมาณของเสียอันตรายและของเสียอิเล็กทรอนิกส์**	**Hazardous Waste and Electronic Waste**	Metric tons	17.36	12.89	13.52	28.85
	- นำไปฝังกลบ (ภายนอกหน่วยงาน)	- Landfill (Offsite)	Metric tons	0.84	1.75	0.69	0.69
	- นำไปเผาด้วยเตาเผา (ภายนอกหน่วยงาน)	- Incineration without Energy Recovery (Offsite)		0	0	0	0
	- เผานำพลังงานกลับมาใช้ (ภายนอกหน่วยงาน)	- Incineration with Energy Recovery (Offsite)		0	0	0	0
	- นำไปใช้ซ้ำ	- Reused		2.02	0.10	0.13	0.33
	• ในพื้นที่หน่วยงาน	• Onsite		0	0	0	0
	• นอกพื้นที่หน่วยงาน	• Offsite		2.02	0.10	0.13	0.33
	- นำกลับมาใช้ใหม่ (ภายนอกหน่วยงาน)	- Recycling (Offsite)		14.50	11.04	12.69	27.83

PERFORMANCE
ด้านสิ่งแวดล้อม ENVIRONMENT

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	ENVIRONMENT						
306-4 (2020)	**ปริมาณของเสียทั้งหมดที่นำไปใช้ประโยชน์**	**Total waste diverted from disposal**	Metric tons	57.35	55.74	106.23	51.93
306-5 (2020)	**ปริมาณของเสียทั้งหมดที่นำไปกำจัด (ฝังกลบ)**	**Total waste directed to disposal (Landfill)**	Metric tons	384.49	498.27	402.52	369.90
	อัตราการหมุนเวียนขยะ	Waste Diversion	%	12.98%	10.06%	20.88%	12.31%
	ปริมาณของเสียอิเล็กทรอนิกส์จากโครงการรับคืนผลิตภัณฑ์	**Total Electronic Waste Collected from Takeback Programs**	Metric tons	6.03	3.78	6.17	6.23
	นำใช้ซ้ำ/ นำกลับมาใช้ใหม่ (ภายนอกหน่วยงาน)	Electronic Waste Takeback Rate Reused/ Recycled (Offsite)	%	100	100	100	100
	นำไปฝังกลบ (ภายนอกหน่วยงาน)	Electronic Waste Takeback Rate Landfill (Offsite)	%	0	0	0	0

หมายเหตุ
- NA หมายถึง ไม่มีข้อมูล หรือไม่สามารถเก็บข้อมูลได้
- * ตั้งแต่ปี 2566 เป็นผลการดำเนินงานรวมของทรู-ดีแทค โดยในปี 2565 เป็นผลการดำเนินงานเฉพาะของทรู
- ปริมาณพลังงาน (หน่วยกิกะจูล) คำนวณจากปริมาณเชื้อเพลิงคูณค่าความร้อนของเชื้อเพลิงแต่ละประเภท อ้างอิง กรมพัฒนาพลังงานทดแทนและอนุรักษ์พลังงาน กระทรวงพลังงาน
- ปริมาณพลังงานทั้งหมดที่ใช้ เท่ากับปริมาณพลังงานเชื้อเพลิงและปริมาณพลังงานไฟฟ้าที่ใช้ทั้งหมด
- การใช้พลังงานต่อหน่วยรายได้ ครอบคลุมปริมาณพลังงานที่ใช้แล้วหมดไป ปริมาณพลังงานหมุนเวียน และปริมาณพลังงานไฟฟ้าที่ซื้อจากภายนอกต่อหน่วยรายได้ (ล้านบาท)
- เป้าหมายการใช้พลังงานใช้แล้วหมดไปปี 2568 เท่ากับ 5,760,000 GJ หรือ 1,600,000 MWh
- ปริมาณการปล่อยก๊าซเรือนกระจก (ตันคาร์บอนไดออกไซด์เทียบเท่า) คำนวณจากข้อมูลกิจกรรมคูณค่าสัมประสิทธิ์การปล่อยก๊าซเรือนกระจก อ้างอิง Intergovernmental Panel on Climate Change (IPCC) และสำนักงานนโยบายและแผนพลังงาน กระทรวงพลังงาน
- ปริมาณก๊าซเรือนกระจกทางตรง (Scope 1) ครอบคลุมปริมาณการปล่อยก๊าซเรือนกระจกจากการเผาไหม้เชื้อเพลิงและการรั่วไหล (ยกเว้น R22 โดยเริ่มปี 2569 เท่ากับ 6,828 tonCO₂e) ทั้งนี้ได้มีการปรับปรุงค่า GWP อ้างอิงตามรายงาน IPCC ฉบับ AR6 และปรับปรุงข้อมูลย้อนหลัง (recalculation) ดังที่แสดงในตาราง
- ปริมาณก๊าซเรือนกระจกทางอ้อมจากการใช้พลังงาน (Scope 2) ครอบคลุมปริมาณการปล่อยก๊าซเรือนกระจกจากการใช้ไฟฟ้าที่ซื้อจากภายนอกเท่านั้น
- ปริมาณก๊าซเรือนกระจกทางอ้อมจากอื่น ๆ (Scope 3) ครอบคลุมปริมาณการปล่อยก๊าซเรือนกระจกอื่น ๆ ที่องค์กรไม่ได้ควบคุมการดำเนินงานในตารางข้างต้นเป็นตัวเลข รวมการปล่อยก๊าซเรือนกระจกทางอ้อมอื่น ๆ ซึ่งได้แสดงข้อมูลอยู่ในบทการบริหารจัดการการเปลี่ยนแปลงสภาพภูมิอากาศ
- การปล่อยก๊าซเรือนกระจกต่อหน่วยรายได้ ครอบคลุมปริมาณการปล่อยก๊าซเรือนกระจกทางตรง (Scope 1) และทางอ้อมจากการใช้ไฟฟ้า (Scope 2) ต่อหน่วยรายได้ (ล้านบาท)
- ปริมาณการปล่อยก๊าซเรือนกระจกในปีฐาน (ปี 2563) ข้อมูลรวมของทรูและดีแทค ปล่อยก๊าซเรือนกระจกรวม Scope 1 และ Scope 2 เท่ากับ 823,131 ตันคาร์บอนไดออกไซด์เทียบเท่า และ Scope 3 เท่ากับ 481,486 ตันคาร์บอนไดออกไซด์เทียบเท่า
- เป้าหมายการปล่อยก๊าซเรือนกระจกตามที่ได้รับการรับรองจาก SBTi ในปี 2568 ก าหนดการปล่อยก๊าซเรือนกระจก Scope 1 และ 2 เท่ากับ 650,273 ตันคาร์บอนไดออกไซด์เทียบเท่าลดลงลดลง 21% เทียบปีฐาน 2563 และก าหนดการ ปล่อยก๊าซเรือนกระจก Scope 3 เท่ากับ 421,300 ตันคาร์บอนไดออกไซด์เทียบเท่าลดลง ลดลง 12.5% เทียบปีฐาน 2563
- ปริมาณการนำน้ำมาใช้เป็นน้ำประปาทั้งหมด โดยประเมินปริมาณการนำน้ำจากพื้นที่ที่มีความเสี่ยงขาดแคลนน้ำ ด้วยเครื่องมือ Aqueduct Water Risk Atlas ของ World Resources Institute (WRI) โดยตั้งแต่ปี 2567 อ้างอิง Aqueduct Water Risk Atlas Tool under the Creative Commons Attribution International 4.0 License ที่มีการปรับฐานข้อมูลพื้นที่ที่มีความเสี่ยงต่อการขาดแคลนน้ำ

Remarks:
- NA means not applicable or not available
- *Since 2023, the data combines both True and dtac, while the data for 2022 includes only True.
- Energy consumption (GJ) is the multiple of fuel consumption with Net Calorific Value (NCV) of each fuel type. Reference: Department of Alternative Energy Development and Efficiency (DEDE), Ministry of Energy
- Total energy consumption within the organization is the total fuel consumption and total electricity consumption
- Energy consumption per revenue (energy intensity) covers all consumption of non-renewable energy, renewable energy and electricity purchased externally per revenue (Million Baht)
- 2025 Target of Non-renewable energy consumption was set at 5,760,000 GJ or 1,600,000 MWh
- Greenhouse gas emissions (tCO_2e) 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) cover emissions from fuel combustion and fugitive (excluding R22, In 2026, amounting to 6,828 tCO_2e). Moreover, The Global Warming Potential (GWP) values have been updated in accordance with the latest IPCC AR6 report, and historical data has been recalculated, as shown in the table below.
- Indirect greenhouse gas emissions (Scope 2) are emissions from electricity purchased externally.
- Other indirect greenhouse gas emissions (Scope 3) are emissions from operations that are not controlled by the organization.
- The table above presents the figures for indirect GHG emissions across all categories. Further details for each category are provided in the chapter on climate change management.
- Greenhouse gas emissions per revenue (GHG intensity) cover all direct (Scope 1) and indirect energy (Scope 2) per revenue (Million Baht)
- GHG emission base year was 2020 (data combined of both True and dtac), of which Scope 1 & 2: 823,131 tonCO_2e and Scope 3: 481,486 tonCO_2e
- The GHG emission target is aligned with SBTi. In 2025, the target for Scope 1 & 2 emissions is 650,273 tonCO2e representing a 21% reduction compared to the base year 2020. The target for Scope 3 emissions is 421,300 tonCO2e, representing a 12.5% reduction compared to the base year 2020.
- All water withdrawal is supplied from municipal water supplies. The water withdrawal in areas with water stress is assessed using the Aqueduct Water Risk Atlas developed by the World Resources Institute (WRI). Since 2024, the Aqueduct Water Risk Tool, under the Creative Commons Attribution International 4.0 License, has updated the database of water-stressed areas.

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ด้านพนักงานและแรงงาน LABOR PRACTICES

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	LABOR PRACTICES						
2-7 (102-8)	**จำนวนพนักงานทั้งหมด**	**Total Employees**	Person	**19,996**	**10,660**	**7,390**	**7,068**
	- พนักงาน ชาย	Male	Person	7,966	4,495	3,210	3,094
			Percent	39.84	42.17	43.44	43.77
	- พนักงาน หญิง	Female	Person	12,030	6,165	4,180	3,974
			Percent	60.16	57.83	56.56	56.23
	จำนวนพนักงานประจำ	**Total permanent employees**	Person	11,783	9,146	6,860	6,610
	- พนักงาน ชาย	Male	Person	5,391	4,107	3,028	2,916
			Percent	45.75	44.90	44.14	44.11
	- พนักงาน หญิง	Female	Person	6,392	5,039	3,832	3,694
			Percent	54.25	55.10	55.86	55.89
	จำนวนพนักงานชั่วคราว	**Total temporary employees**	Person	8,213	1,514	530	458
	- พนักงาน ชาย	Male	Person	2,575	388	182	178
			Percent	31.35	25.63	34.34	38.86
	- พนักงาน หญิง	Female	Person	5,638	1,126	348	280
			Percent	68.65	74.37	65.66	61.14
	จำนวนพนักงานเต็มเวลา	**Total full-time employees**	Person	19,815	10,660	7,390	7,068
	- พนักงาน ชาย	Male	Person	7,923	4,495	3,210	3,094
			Percent	39.98	42.17	43.44	43.77
	- พนักงาน หญิง	Female	Person	11,892	6,165	4,180	3,974
			Percent	60.02	57.83	56.56	56.23
	จำนวนพนักงานไม่เต็มเวลา	**Total part-time employees**	Person	181	0	0	0
	จำนวนพนักงานประจำ (จำแนกตามเชื้อชาติ)	**Total permanent employees (By Ethnicity)**					
	- ไทย	Thai	Person	11,741	9,063	6,820	6,569
			Percent	99.64	85.02	99.42	99.38
	- อาเซียน	Asian	Person	20	71	31	33
			Percent	0.17	0.67	0.45	0.50
	- ชาวต่างชาติ	Foreigner	Person	22	12	9	8
			Percent	0.19	0.11	0.13	0.12
	จำนวนพนักงานชั่วคราว (จำแนกตามเชื้อชาติ)	**Total temporary employees (By Ethnicity)**					
	- ไทย	Thai	Person	8,179	1,435	468	403
			Percent	99.59	94.78	88.30	87.99
	- อาเซียน	Asian	Person	23	68	49	48
			Percent	0.28	4.49	9.25	10.48
	- ชาวต่างชาติ	Foreigner	Person	11	11	13	7
			Percent	0.13	0.73	2.45	1.53

หมายเหตุ สัดส่วนของผู้บริหารในทุกระดับ รวมถึงระดับต้น ระดับกลาง และระดับสูง (คิดเป็นเปอร์เซ็นต์ของจำนวน พนักงานในตำแหน่งบริหารทั้งหมด)

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	LABOR PRACTICES						
2-7 (102-8)	**คณะกรรมการบริษัท**	**Board of Directors/ Supervisory Board**	Person	15	11	10	11
	- พนักงาน ชาย	Male	Person	14	8	8	9
	- พนักงาน หญิง	Female		1	3	2	2
405-1	**ความหลากหลายของพนักงาน**	**Employee Diversity**					
	จำแนกตามระดับ	**By Level**					
	ผู้บริหาร ตำแหน่งผู้อำนวยการ และสูงกว่าผู้อำนวยการ	Total Management - Director and Director up Level	Person	110	12	13	11
	- พนักงาน ชาย	- Male		92	9	10	9
	- พนักงาน หญิง	- Female		18	3	3	2
	ผู้บริหาร ตำแหน่งผู้ช่วยผู้อำนวยการ และ รองผู้อำนวยการ	Total Management - Assistant Director and Deputy Director Level		925	431	374	365
	- พนักงาน ชาย	- Male		512	239	214	214
	- พนักงาน หญิง	- Female		413	192	160	151
	ผู้บริหารระดับต้น ตำแหน่งผู้จัดการ	Junior Management - Manager Level		2,383	701	822	752
	- พนักงาน ชาย	- Male		1,207	358	407	400
	- พนักงาน หญิง	- Female		1,176	343	415	352
	ระดับพนักงานปฏิบัติการ	Operation Level		16,578	10,226	6,181	5,940
	- พนักงาน ชาย	- Male		6,155	4,256	2,579	2,471
	- พนักงาน หญิง	- Female		10,423	5,970	3,604	3,469
	จำแนกตามเพศ	**By Gender**					
	ผู้บริหารสายงานที่เป็นเพศหญิง	Women in all management positions	Person	1,607	535	578	505
			Percent	47.02	47.03	47.81	44.77
	ผู้บริหารสายงานระดับสูงที่เป็นเพศหญิง	Women in top management positions	Person	431	192	163	153
			Percent	41.64	43.34	42.12	40.69
	ผู้บริหารสายงานระดับต้นที่เป็นเพศหญิง	Women in junior management positions	Person	1,176	343	415	352
			Percent	49.35	48.93	50.49	46.81
	ตำแหน่งพนักงานระดับปฏิบัติ หญิง	Women in workforce (Operation)	Person	10,423	5,970	3,602	3,469
			Percent	62.87	58.38	58.28	58.40
	จำนวนพนักงานทั้งหมดแยกตามเชื้อชาติ	**Workforce Breakdown by Ethnicity**					
	- ไทย	Thai	Percent	99.61	98.48	98.00	98.64
	- อาเซียน	Asian		0.22	1.30	1.71	1.15
	- ชาวต่างชาติ	Foreigner		0.17	0.22	0.29	0.21
	จำนวนผู้บริหารแยกตามเชื้อชาติ*	**Management Breakdown by Ethnicity***					
	- ไทย	* Thai	Percent	98.7	94.24	97.28	96.19
	- อาเซียน	Asian		0.2	4.15	1.90	2.57
	- ชาวต่างชาติ	Foreigner		1.1	1.61	0.82	1.24

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

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ด้านพนักงานและแรงงาน LABOR PRACTICES

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	LABOR PRACTICES						
405-1	**จำแนกตามช่วงอายุ**	**By Age**					
	< 30 ปี	< 30 years	Person	7,405	1,734	653	677
	- พนักงาน ชาย	- Male		2,590	590	267	281
	- พนักงาน หญิง	- Female		4,815	1,144	386	396
	30-50 ปี	30-50 years		11,233	7,947	5,697	5,435
	- พนักงาน ชาย	- Male		4,704	3,428	2,462	2,369
	- พนักงาน หญิง	- Female		6,529	4,519	3,235	3,066
	> 50 ปี	> 50 years		1,358	979	1,040	956
	- พนักงาน ชาย	- Male		672	477	481	444
	- พนักงาน หญิง	- Female		686	502	559	512
	ความหลากหลายอื่น ๆ (จำนวนพนักงานที่เป็นผู้พิการ)	**Other Diversity (Employees with disabilities)**	Person	112	38	27	14
	- พนักงาน ชาย	Male	Person	84	22	17	7
	- พนักงาน หญิง	Female		28	16	10	7
405-2	**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)		0.99	0.94	1.06	0.80
	- ผู้บริหารระดับสูง (เงินเดือนมูลฐานและค่าตอบแทนอื่น ๆ)	- Executive level (Base salary only + other cash incentives)		0.99	0.94	1.08	0.78
	- ระดับผู้บริหาร (เงินเดือนมูลฐาน)	- Management level (Base salary only)		0.93	0.99	1.02	1.01
	- ระดับผู้บริหาร (เงินเดือนมูลฐานและค่าตอบแทนอื่น ๆ)	- Management level (Base salary + other cash incentives)		0.93	1.04	1.05	1.02
	- ผู้บริหารระดับต้น ตำแหน่งผู้จัดการ (เงินเดือนมูลฐาน)	- Junior Management - Manager Level (Base salary only)		0.98	0.90	0.98	1.00
	- ระดับพนักงานปฏิบัติการ (เงินเดือนมูลฐาน)	- Non-management level/operation level (Base salary only)		0.98	0.90	0.89	0.89
405-1	**การว่าจ้างพนักงาน**	**Recruitment**					
	ค่าใช้จ่ายสรรหาพนักงานโดยเฉลี่ยเทียบกับพนักงานประจำทั้งหมด	Average hiring cost / FTE	Baht	34,826	49,678	44,452	41,044
	การจ้างงานใหม่	New Hires	Person	15,036	1,945	802	359
			Percent	75.20	21.27	11.69	5.43
	การโอนย้ายตำแหน่งภายใน	Open positions filled by internal candidates	Person	587	250	299	160
			Percent	32.38	50.61	60.53	44.57
	จำแนกตามเพศ	**By gender**					
	- พนักงาน ชาย	- Male	Person	4,945	558	298	163
			Percent	91.73	13.59	9.84	5.59
	- พนักงาน หญิง	- Female	Person	10,091	1,387	504	196
			Percent	157.87	27.53	13.15	5.31

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	LABOR PRACTICES						
405-1	**การว่าจ้างพนักงาน**	**Recruitment**					
	จำแนกตามอายุ	**By age**					
	- น้อยกว่า 30	< 30 years	Person	11,114	1,269	413	197
			Percent	150.09	73.18	63.25	29.10
	- 30 - 50 ปี	30-50 years	Person	3,849	660	318	154
			Percent	34.27	8.31	5.58	2.83
	- มากกว่า 50 ปี	>50 years	Person	73	16	71	8
			Percent	5.38	1.63	6.82	6.82
	การลาออกจากงาน (พนักงานประจำ)	**Turnover (permanent)**					
	จำนวนการลาออก	Employee turnover	Person	1,222	548	450	329
			Percent	6.10	5.99	6.56	4.98
	จำแนกตามเพศ	**By gender**					
	- พนักงาน ชาย	Male	Person	619	252	200	147
			Percent	7.77	6.14	6.61	5.04
	- พนักงาน หญิง	Female	Person	603	296	256	182
			Percent	5.01	5.87	6.68	4.93
	จำแนกตามอายุ	**By age**					
	- น้อยกว่า 30	< 30 years	Person	460	47	126	98
			Percent	6.21	2.71	19.30	14.48
	- 30 - 50 ปี	30-50 years	Person	710	223	321	220
			Percent	6.32	2.81	5.63	4.05
	- มากกว่า 50 ปี	>50 years	Person	52	278	9	11
			Percent	3.83	28.40	0.86	1.15
	อัตราการลาออกจากงานของพนักงานโดยสมัครใจ	Voluntary employee turnover rate	Percent	5.25	2.35	3.30	2.13
	การสำรวจความผูกผันของพนักงาน	**Employee Engagement Survey**	Target	72.0	73.0	74.0	
	ความผูกพันและความพึงพอใจของพนักงานทั้งหมด	Total Employee engagement and satisfaction rate	Percent	73.5	74.7	82.5	
	- พนักงานชาย	- Male	Percent	74.1	74.1	82.2	
	- พนักงานหญิง	- Female		76.5	75.1	82.6	
	จำแนกตามกลุ่มอายุ	**By age group**					
	21-30 ปี	< 25 years	Percent	78.7	76.7	82.4	
	30-40 ปี	30-40 years		76.2	73.2	83.2	
	41-50 ปี	41-50 years		74.6	74.2	81.8	
	51-60 ปี	51-60 years		75.1	78.6	81.6	
	> 61 ปี	> 61 years		72.5	82.1	85.2	
	ร้อยละของพนักงานที่เข้าร่วมการสำรวจผูกผันของพนักงาน	Employees participating in employee engagement and satisfaction survey		89.4	98.0	99.0	

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GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	LABOR PRACTICES						
404-3	**การประเมินผลการปฏิบัติงานพนักงาน**	**Individual Performance Appraisal**					
	การใช้เป้าหมายที่สามารถวัดได้และที่ได้รับการตกลงร่วมกันกับผู้บังคับบัญชา/ หัวหน้างาน (ร้อยละของพนักงานทั้งหมด)	Systematic use of agreed measurable targets by line superior (% of all employees)	Percent	100	100	100	100
	การประเมินผลการปฏิบัติงานพนักงานจากหลายมิติ (ร้อยละของพนักงานทั้งหมด)	Multidimensional performance appraisal (% of all employees)		100	100	100	100
	การเปรียบเทียบและการจัดลำดับพนักงานภายในหมวดหมู่เดียวกันอย่างเป็นระบบ (ร้อยละของพนักงานทั้งหมด)	Formal comparative ranking of employees within one employee category (% of all employees)		100	100	100	100
2-30 (102-41)	**เสรีภาพในการสมาคม/ข้อตกลงการเจรจาต่อรอง**	**Freedom of Association / Collective Bargaining Agreements**					
	% ของพนักงาน ที่อยู่ในข้อตกลงการเจรจาต่อรองร่วม ผ่านคณะกรรมการสวัสดิการของทรู	% of employees covered by collective bargaining agreements through True Welfare Committee	Percent	100	100	100	100
404-1	**การฝึกอบรมพนักงาน**	**Training & Development**					
	จำนวนชั่วโมงโดยเฉลี่ยของการฝึกอบรมต่อปีต่อพนักงานหนึ่งคน	Average hours per FTE on training and development	Hours/ Person	35.15	46.5	54.13	58.2
	ค่าใช้จ่ายในการฝึกอบรมและพัฒนาเฉลี่ยต่อพนักงาน (FTE)	Average amount spent per FTE on training and development	Thai Baht	1,754	5,683	13,602	17,182
	จำนวนชั่วโมงเฉลี่ยของการฝึกอบรมพนักงานต่อปีทั้งองค์กร	Total Hour per FTE training and development (company-wide)	Hours/ Year	702,859	495,690	400,129	345,422
	จำนวนวันเฉลี่ยของการฝึกอบรมพนักงาน	Average day per FTE on training and development per year	Day	4.4	5.8	6.8	6.3
	จำแนกตามระดับ	**By Level**					
	- ผู้บริหาร	- Executive Level		38.69	30.33	56.05	45.1
	- พนักงานทั่วไป	- Staff Level		29.83	45.7	54.02	51.2
	จำแนกตามเพศ	**By Gender**					
	- พนักงาน ชาย	- Male		31.04	46.74	51.34	48.10
	- พนักงาน หญิง	- Female		28.42	46.33	56.34	52.10
	จำแนกตามกลุ่มอายุ	**By Group Age**					
	< 30 ปี	< 30 years		28.29	22.78	42.02	47.10
	30-50 ปี	30-50 years		30.86	49.18	60.58	50.60
	> 50 ปี	> 50 years		24.16	72.25	54.55	50.70
	จำแนกตามเชื้อชาติ	**By Ethnicity**					
	- ไทย	- Thai		29.70	46.42	54.30	50.51
	- อาเซียน	- Asian		1.70	17.60	38.40	27.74
	- ชาวต่างชาติ	- Foreigner		4.40	13.24	27.30	6.89

หมายเหตุ - NA หมายถึง ไม่มีข้อมูล หรือไม่สามารถเก็บข้อมูลได้
- * หมายถึง จำนวนรวมของพนักงานประจำและพนักงานชั่วคราว

Remarks - NA means not applicable or not available
- * refers to Total permanent and temporary employees

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	LABOR PRACTICES						
404-1	**การฝึกอบรมพนักงาน**	**Training & Development**					
	ความหลากหลายอื่น ๆ (จำนวนพนักงานที่เป็นผู้พิการ)	**Other Diversity (Employees with disabilities)**					
	- พนักงาน ชาย	Male	Hours/ Person	1.72	65.33	189.00	124.07
	- พนักงาน หญิง	Female		5.86	44.46	95.00	34.19
	พนักงานเข้าร่วมอบรมหลักสูตรความยั่งยืน	**Employee attending sustainability courses**					
	% พนักงานเข้าร่วมอบรมหลักสูตรความยั่งยืน ครอบคลุมเรื่อง SDG การเปลี่ยนแปลงสภาพภูมิอากาศ และสิทธิมนุษยชน เป็นต้น	% Employee attending sustainability courses including SDG, climate change, human rights etc.	Target	100	100	100	100
			Percent	100	100	100	100
	% พนักงานเข้าร่วมอบรมหลักสูตรหลักธรรมาภิบาล และต่อต้านการคอร์รัปชั่น	% Employee attending Code of Conduct & Anti-corruption courses	Target	-	100	100	100
			Percent	-	100	100	100
404-2	**จำนวนพนักงานที่ผ่านการฝึกอบรมเพิ่มทักษะและความก้าวหน้าของพนักงานในสายอาชีพ**	**Number of employees attended programs for upgrading employee skills and transition assistance programs (Career Development)**	Person	1,515	2,223	3,030	5,580
	พนักงานหญิงในตำแหน่งที่เกี่ยวข้องกับ Science Technology Engineering and Mathematics (STEM)	Woman in STEM-related positions	Target	35	35	35	35
			Percent	49	38	39	45.44
	พนักงานหญิงในระดับผู้บริหารที่อยู่ในหน่วยงานสร้างรายได้	Woman in management positions in revenue-generating functions	Target	50	50	50	60
			Percent	67	56	53	70
	ผลตอบแทนจากการลงทุนในทรัพยากรบุคคล	Human Capital Return on Investment (HCROI)	Times	1.19	6.79	8.93	11.03
	การใช้สิทธิ์ลาคลอด/ลาเลี้ยงดูบุตร	**Parental Leave**					
	จำนวนพนักงานที่ใช้สิทธิ์ลาคลอด /ลาเลี้ยงดูบุตร	**Number of employees taking parental leave**	Person	821	248	202	94
	- ชาย	- Male	Person	304	78	56	43
	- หญิง	- Female		517	170	146	51
	จำนวนพนักงานที่กลับมาปฏิบัติงานหลังจากใช้สิทธิ์ลาคลอด/ลาเลี้ยงดูบุตร	**Number of employees returning to work after parental leave**	Person	682	215	201	94
	- ชาย	- Male	Person	276	78	56	43
	- หญิง	- Female		406	137	145	51
	อัตราพนักงานกลับมาทำงานหลังใช้สิทธิ์ลาคลอด/ลาเลี้ยงดูบุตร	Employees returned to work after parental leave (retention rate)	Percent	83	87	99	100
	จำนวนพนักงานที่กลับมาปฏิบัติงานหลังจากใช้สิทธิ์ลาคลอด/ลาเลี้ยงดูบุตร และยังทำงานต่อหลังจากนั้นอีก 1 ปี	**Number of employees returning to work after parental leave who are still employed for the next 12 months**	Person	682	27	142	93
	- ชาย	-Male	Person	276	14	40	42
	- หญิง	-Female		406	13	102	51

PERFORMANCE

ด้านอาชีวอนามัยและความปลอดภัยในการทำงาน OCCUPATIONAL, HEALTH & SAFETY

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	OCCUPATIONAL HEALTH & SAFETY						
403-9 2018 (a)	**พนักงาน**	**Employees**					
	จำนวนพนักงานที่เสียชีวิตเนื่องจากอุบัติเหตุ (ในงาน)	The number of fatalities from work-related injury	Person	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	อัตราการเสียชีวิตจากอุบัติเหตุจากการทำงาน	Rate of fatalities from work-related injury	No. per million man-hours	0.00	0.00	0.00	0.00
	- ชาย	- Male		0.000	0.000	0.000	0.000
	- หญิง	-Female		0.000	0.000	0.000	0.000
	จำนวนผู้บาดเจ็บรุนแรงจากการทำงาน	The number of high-consequence work-related injury	Person	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	อัตราการบาดเจ็บรุนแรงจากการทำงาน	Rate of high-consequence work-related injury	No. per million man-hours	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	จำนวนผู้บาดเจ็บจากการทำงานทั้งหมด	The number of recordable work-related injury	Person	0	0	3	2
	- ชาย	- Male		0	0	0	1
	- หญิง	- Female		0	0	3	1
	อัตราการบาดเจ็บจากการทำงานทั้งหมด	Rate of recordable work-related injury	No. per million man-hours	0.00	0.00	0.15	0.13
	- ชาย	- Male		0.00	0.00	0.00	0.15
	- หญิง	- Female		0.00	0.00	0.26	0.12
	จำนวนชั่วโมงทำงานทั้งหมด	Total Employee Work Hours	Hours	36,175,051	27,320,138	19,977,096	15,377,136
	- ชาย	- Male		13,480,674	11,674,065	8,462,311.2	6,707,479
	- หญิง	- Female		22,694,378	15,646,073	11,514,784.73	8,669,657

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	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	0.00	0.00	0.15	1.43
	อัตราการขาดงาน	Absentee Rate	Percent	1.29	0.74	0.75	0.66
	- ชาย	- Male		1.28	0.59	0.61	0.55
	- หญิง	- Female		1.30	0.86	0.85	0.75
	ผู้รับเหมา	**Contractors**					
	จำนวนผู้รับเหมาที่เสียชีวิตเนื่องจากอุบัติเหตุ (ในงาน)	The number of fatalities from work-related injury	Person	4	1	0	7
	- ชาย	- Male		4	1	0	7
	- หญิง	- Female		0	0	0	0
403-9 2018 (b)	อัตราการเสียชีวิตจากอุบัติเหตุจากการทำงาน	Rate of fatalities as a result of work-related injury	No. per million man-hours	0.28	0.06	0.00	0.23
	- ชาย	- Male		0.37	0.14	0.00	0.35
	- หญิง	- Female		0.00	0.00	0.00	0.00
	จำนวนผู้บาดเจ็บรุนแรงจากการทำงาน	The number of high-consequence work-related injury	Person	0	0	0	0
	- ชาย	- Male		0	0	0	0
	- หญิง	- Female		0	0	0	0
	อัตราการบาดเจ็บรุนแรงจากการทำงาน ของผู้รับเหมา	Rate of high-consequence work-related injury of contractors	No. per million man-hours	0.00	0.00	0.00	0.00
	- ชาย	- Male		0.00	0.00	0.00	0.00
	- หญิง	- Female		0.00	0.00	0.00	0.00

PERFORMANCE

ด้านอาชีวอนามัยและความปลอดภัยในการทำงาน OCCUPATIONAL, HEALTH & SAFETY

GRI Standard	Data Description		Unit	2565 2022	2566* 2023*	2567 2024	2568 2025
	OCCUPATIONAL HEALTH & SAFETY						
403-9 2018 (b)	**ผู้รับเหมา**	**Contractors**					
	จำนวนผู้บาดเจ็บจากการทำงานทั้งหมด (การบาดเจ็บจากการทำงานที่ส่งผลให้เกิดการเสียชีวิต, การขาดงาน, การย้ายงาน, การรักษาพยาบาลที่มากกว่าการปฐมพยาบาลเบื้องต้น หรือการขาดสติสัมปชัญญะ (รวมการเสียชีวิต)	**The number of recordable work-related injury of contractors**	Person	73	45	25	28
	- ชาย	- Male		73	45	23	26
	- หญิง	- Female		0	0	2	2
	อัตราการบาดเจ็บจากการทำงานทั้งหมด ของผู้รับเหมา	**Rate of recordable work-related injury of contractors**	No. per million man-hours	5.08	2.51	0.91	0.92
	- ชาย	- Male		6.73	6.22	1.32	1.29
	- หญิง	- Female		0.00	0.00	0.20	0.19
	จำนวนวันที่ขาดงาน	**Total lost days**	Day	1,632	899	715	168
	จำนวนชั่วโมงทำงานทั้งหมด	**Total Employee Work Hours**	Hours	14,359,894	17,916,648	27,611,110	30,553,142
	- ชาย	- Male	Hours	10,844,159	7,234,653	17,475,328	20,195,996
	- หญิง	- Female		3,515,735	10,681,995	10,135,782	10,357,145
403-1 2016	**นโยบายและการฝึกอบรมด้านความปลอดภัยและอาชีวอนามัย**	**Health and Safety Framework and Training**					
	ความครอบคลุมของกรอบการบริหารจัดการด้านความปลอดภัยและอาชีวอนามัย	Coverage of health and safety management framework	Person	11	62	342	348
	ความครอบคลุมในการฝึกอบรมด้านความเสี่ยง ความปลอดภัยและอาชีวอนามัย และการป้องกัน	Coverage of OHS health risks/ prevention training		5,217	11,619	10,935	7,365
	ความครอบคลุมในการฝึกอบรมหรือมาตรการต่าง ๆ ที่ส่งเสริมสุขภาพและความเป็นอยู่ของพนักงาน	Coverage of special training and/or measures to foster employees' health and well-being		169,296	18,928	19,642	18,154
2-26 (102-17)	**การร้องเรียนผ่านช่องทาง**	**Whistle Blower Grievance**					
	อีเมล	E-mail: auditcommittee@truecorp.co.th	Number	0	0	0	0
	จดหมาย	Letter		0	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

หมายเหตุ
- NA หมายถึง ไม่มีข้อมูล หรือไม่สามารถเก็บข้อมูลได้
- อัตราการบาดเจ็บรุนแรงจากการทำงาน (ไม่รวมเสียชีวิต) = จำนวนผู้บาดเจ็บรุนแรงจากการทำงาน ส่งผลให้ได้รับบาดเจ็บไม่สามารถฟื้นตัวเต็มที่สู่สถานะก่อนการบาดเจ็บภายใน 6 เดือน ในช่วงเวลาที่รายงานผล X 1,000,000 (ชั่วโมงการทำงาน) / จำนวนชั่วโมงการทำงานรวมในช่วงเวลาที่รายงานผล
- อัตราการบาดเจ็บทั้งหมด = จำนวนผู้บาดเจ็บจากการทำงานที่ส่งผลให้เกิดการเสียชีวิต, การขาดงาน, การย้ายงาน, การรักษาพยาบาลที่มากกว่าการปฐมพยาบาลเบื้องต้น หรือการขาดสติสัมปชัญญะ (รวมการเสียชีวิต) ในช่วงที่รายงานผล
- ISR = จำนวนวันทำงานสูญเสีย × 1,000,000 ชั่วโมง / (5 วันทำงาน × 8 ชั่วโมง × 52 สัปดาห์ × จำนวนพนักงานทั้งหมด) เป้าหมายปี 2025: 0

Remarks:
- NA means not applicable or not available
- Severe Work-Related Injury Rate (excluding fatalities) = Number of severe work-related injury cases that result in an employee being unable to fully recover to their pre-injury condition within 6 months during the reporting period × 1,000,000 (working hours) ÷ Total working hours during the reporting period.
- Total Injury Rate = Number of work-related injury cases that result in: fatality, lost workdays, job transfer, medical treatment beyond first aid, or loss of consciousness (including fatalities) during the reporting period.
- ISR = Number of lost working day x 1,000,000hrs/(5 working day x 8hrs x 52weeks x Total Employee), 2025 Target: 0

GRI 2-9

GOVERNANCE STRUCTURE

POSITION	NAME
GROUP CHIEF EXECUTIVE OFFICER	MR.SIGVE BREKKE
CHIEF FINANCIAL OFFICER	MR.NAKUL SEHGAL
CHIEF CUSTOMER EXPERIENCE AND RETAIL OFFICER	MR.MANAT MANAVUTIVETH
CHIEF INFORMATION TECHNOLOGY AND SECURITY OFFICER	MR.PRATHET TANKURANUN
CHIEF BUSINESS OFFICER	DR.TEERADET DUMRONGBHALASITR
CHIEF HOME CONNECTIVITY OFFICER	MR.TANAPHON MANAVUTIVETH
CHIEF BRAND AND MEDIA OFFICER	MR.KITTIPONG VEERATAECHA
CHIEF CONTENT AND MEDIA OFFICER	MR.BIRATHON KASEMSRI NA AYUDHAYA

POSITION	NAME
CHIEF CONSUMER BUSINESS OFFICER	MR.SHARAD MEHROTRA
CHIEF NETWORK OFFICER	MR.KHURRUM ASHFAQUE
CHIEF STRATEGY AND TRANSFORMATION OFFICER	MR.HAAKON BRUASET KJOEL
CHIEF DATA AND AI OFFICER	MR.JOAO OLIVEIRA
CHIEF HUMAN RESOURCES OFFICER	MS.SARINRA WONGSUPPALUK
CHIEF REGULATORY AND GOVERNMENT RELATIONS OFFICER	MR.CHAKKRIT URAIRAT
CHIEF SUSTAINABILITY OFFICER	DR.NAETCHANOK WIPATASINLAPIN

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