

BOARD OF DIRECTOR SKILL MATRIX

True's Board of Directors comprises 15 members with expertise in various fields, leadership skills, vision, and independent judgment in determining the direction of the business and its operations according to the Company's missions and policies to effectively manage risks. The Company uses the Skills Matrix system in Board nomination. This Skill Matrix takes into account various qualities in Directors that are useful for the organization, namely, work experience, knowledge, honesty, and capability, including skills in risk management, visionary leadership, and knowledge of communication technologies and the industry as a whole. In all its considerations, it grants equal rights to both sexes, races, and religions.

Board Industry Work Experiences based on the GICS 1 classification (Telecommunication Services, Media and Entertainment) and True Group core businesses (Telecommunications, Broadband, Televisions and Digital Business) are as follows:

BOARD MEMBER	INDUSTRY WORK EXPERIENCES
EXECUTIVE DIRECTORS	
1. Mr. Suphachai Chearavanont	Mr. Suphachai Chearavanont first joined Telecom Asia (TA), the former name of True Corporation, in 1992 as Senior Vice President for Planning and Project Coordination & Support. During the Asian financial crisis in 1997, he took charge of TA's debt restructuring, successfully leading the company back to the market and was appointed to be President & Chief Executive Officer of True Corporation Plc in 1999.
2. Mr. Chatchaval Jiaravanon	Mr. Chatchaval Jiaravanon is currently managing director for group investment for True Group.
NON-EXECUTIVE DIRECTORS	
3. Dr. Ajva Taulananda	In 1993, Dr. Ajva was appointed as President of Telecom Asia Corporation Public Company Limited (later re-branded as True Corporation Public Co., Ltd.). Under his leadership, the company successfully rolled out a 2.6 million fixed-line telephone network in the Bangkok Metropolitan Area.
4. Dr. Gao Tongqing	Dr. Gao Tongqing has currently been Deputy General Manager of China Mobile Communications Group Co., Ltd. and China Mobile Limited.
5. Prof. Dr. Warapatr Todhanakasem	Prof. Dr. Warapatr Todhanakasem has been the Chairman of the Board of Directors of an electronic procurement business company. Moreover, he is lecturer and Head of the Program for "Digital Economy for management" of Institute of Research and Development for Public Enterprises of Thailand (IRDPE) and continues to teach many courses on corporate governance at Thai Institute of Directors (IOD).
6. Mr. Umroong Sanphasitvong	-
7. Mr. Narong Chearavanont	Mr. Narong Chearavanont is an advisor for many companies in pay television, animated feature films, entertainment and digital content businesses.
8. Dr. Li Feng	Dr. Li Feng was the former Chairman & General Manager of China Mobile

	Group Jiangxi Company Limited. Currently, he is Chairman and CEO of China Mobile International Limited.
9. Mr. Adhiruth Thothaveesansuk	Mr. Adhiruth Thothaveesansuk joined True in 1998 as President of Asia Wireless Communication Company Limited (a subsidiary of True Corporation Plc). Over the years, he has held numerous positions at the executive level throughout the group's companies. Mr. Adhiruth has been instrumental in developing and launching various products and services many of which have been considered pioneering initiatives in the industry, including mobile and e-payment solutions utilizing RFID technology, the first official launch of the iPhone in Thailand, a mobile applications center and development of mobile content through convergence, 3G (850 MHz and 2100 MHz) service and the first 4G LTE commercial service
10. Mr. Yang Xiaoping	Currently, Mr. Yang Xiaoping has been Senior Vice Chairman of CP Group and Group Vice Chairman and Group CEO of CPG Overseas.
INDEPENDENT DIRECTORS	
11. Dr. Harald Link	Dr. Harald Link is Chairman of B. Grimm, a multi business corporation including entertainment and lifestyle business and has joined the company since 1979. Prior to this position, he was Director, Executive Committee and Assistant to Managing Partner. Moreover, Mr. Link serves as Director of the Boards of Siemens Ltd.
12. Mr. Joti Bhokavanij	-
13. Mr. Xu Genluo	Mr. Xu Genluo was General Manager of Holley Group Electric (Thailand) Co., Ltd. (2000- 2007), President of Production Plan Department of Holley Group (1999-2000) and General Manager, Holley Meter Factory (1995-1999).
14. Mrs. Preeprame Seriwongse	Mrs. Preeprame Seriwongse was former Chief Information Officer and consultant to Bangkok Broadcasting & TV Co., Ltd (BBTV Channel 7) and worked in the related areas of telecommunications, media, entertainment TV internet and digital business. She was entrusted with responsibility in the area of information technology in Leading commercial banks, and later earned exceptional experience in IT system and E-Payment system management. Moreover, she joined National ITMX Company Limited where she oversaw the interbank E-Payment system and has been invited to share her knowledge internationally on several stages. She also collaborated with the TOT PCL (a Thai state-owned telecommunications company) and CAT Telecom PLC in Communication and Networking Project for internet, and ATM systems at branches nationwide.
15. Prof. Dr. Kittipong Kittayarak	Prof. Dr. Kittipong Kittayarak is currently a Chancellor of King Mongkut's Institute of Technology Ladkrabang and a Member of Thai Private Sector Collective Action Against Corruption (CAC) Council. Previously, he was the Permanent Secretary at the Ministry of Justice, an Executive Director of Thailand Institute of Justice (Public Organization), and an Independent Director and Chairman of the Audit Committee of PTT Plc.

DIRECTORS' NAME	AGE	SKILL, EXPERIENCE AND EXPERTISE											BOARD OF DIRECTORS			COMMITTEE				
		Media & Entertainment	Legal	Financial Accounting	Economics	Engineering	Capital Market	Corporate Governance	Marketing	Business Management	Leadership	Risk Management	Independent Director	Non-Executive Director	Executive Director	Audit Committee	Compensation and Nominating Committee	Corporate Governance Committee	Finance Committee	Cybersecurity Committee
1. Mr. Joti Bhokavanij	79	✓		✓			✓	✓		✓	✓	✓			Chairman	Member		Member		
2. Dr. Harald Link	66	✓		✓			✓		✓	✓		✓				Chairman				
3. Mr. Xu Genluo	63	✓				✓			✓	✓		✓								
4. Mrs. Preeprame Seriwongse	66	✓		✓					✓	✓	✓	✓			Member					
5. Mr. Suphachai Chrearavanont	54	✓		✓	✓		✓	✓	✓	✓	✓			✓					Chairman	
6. Dr. Ajva Taulananda	84	✓		✓		✓		✓		✓	✓		✓				Member	Chairman		
7. Prof. Dr. Warapatr Todhanakasem	72	✓	✓	✓	✓		✓	✓		✓	✓		✓				Member	Member		
8. Mr. Umroong Sanphasitvong	69	✓		✓				✓	✓	✓	✓		✓			Member		Member		
9. Dr. Gao Tongqing	58	✓				✓			✓	✓			✓			Member			Member	
10. Mr. Chatchaval Jiaravanon	60	✓		✓				✓		✓	✓			✓						
11. Mr. Narong Chearavanont	56	✓							✓	✓	✓		✓							
12. Mr. Adhiruth Thothaveesansuk	58	✓		✓			✓	✓	✓	✓	✓		✓							
13. Dr. Li Feng	53	✓		✓						✓			✓					Member		
14. Mr. Yang Xiaoping	57			✓	✓				✓	✓	✓		✓							
15. Prof. Dr. Kittipong Kittayarak	63		✓	✓	✓		✓	✓		✓	✓	✓			Member					
Total		13	2	12	4	3	6	8	7	11	15	8	5	8	2	3	4	2	5	2

Remarks: Updated as of March 2022