BUSINESS SUSTAINABILITY DEVELOPMENT

Policy and Objectives of Sustainability Management

Symphony Communication Public Company Limited believes that inclusive growth with stakeholders is the path to creating long-term value for the Company. Therefore, the Company is committed to conducting its business based on good corporate governance, environmental stewardship, social responsibility, and consideration of stakeholders' interests. The ultimate goal is to create shared value for all stakeholders across the business value chain, ensuring sustainable growth together.

The Company has established a sustainable development policy, guided by the **"Sufficiency Economy Philosophy"**, which emphasizes moderation, reasonableness, and resilience, with knowledge and morality as essential conditions. This philosophy serves as a framework for business operations to achieve a balance between economic, social, and environmental aspects. All Company activities must be carried out within the policy and framework of sustainable development, aiming for long-term sustainability across three key dimensions: economic, social, and environmental.

Further details about **"Sustainable Development Policy and Practices"** can be found on the Company's website: www.symphony.net.th (Sustainability > Sustainability at a Glance).

Sustainable Development Governance Structure

The Board of Directors places great importance on fostering participation in the Company's sustainable development efforts across all organizational levels. To achieve this, a governance and management structure for sustainability development has been established, ensuring that the Board of Directors, executives at all levels, and all employees actively contribute to driving the Company's sustainability initiatives. This structure also promotes awareness and cultivates a strong corporate culture that supports practical sustainability efforts.

The Board of Directors plays a crucial role in defining the Company's sustainable development policy and framework, approving strategies, goals, key performance indicators, management approaches, and material sustainability topics (Materiality) covering social, environmental, economic, and corporate governance aspects. Additionally, the Board provides guidance, recommendations, and support for integrating sustainability principles into the Company's overall strategy and business operations. It also oversees and monitors sustainability performance and ensures the transparent disclosure of sustainability-related information

To enhance the effectiveness of the Board of Directors in fulfilling its duties, the Board, at its Meeting No. 3/2024 on May 10, 2024, resolved to rename the "Nomination, Compensation and Corporate Governance Committee" to the **"Nomination, Compensation, Corporate Governance and Sustainability (NCCGS) Committee"**. The NCCGS Committee has been assigned the responsibility of reviewing and screening policies, strategies, and frameworks for sustainable development, as well as material sustainability topics (Materiality). It also provides recommendations, oversight, and monitoring to ensure that sustainability initiatives align with the policies and guidelines set by the Board of Directors. Furthermore, the NCCGS Committee is responsible for overseeing sustainability reporting and disclosure to ensure compliance with relevant regulations and standards.

Additionally, the Board of Directors resolved to restructure the governance framework for sustainability operations by merging the Sustainability Steering Committee and the Sustainability Management Committee into a single entity, renamed as the **Sustainable Development Committee**. This newly formed Committee comprises the Chief Executive Officer, heads of business units, head of divisions, and head of departments. Mr. Kranphol Asawasuwan, a Board Member and a member of the NCCGS Committee, as a representative of the Board of Directors, has been appointed as the Chairman of the Sustainable Development Committee. The Sustainable Development Committee's key responsibilities are to oversee and drive the Company's sustainability initiatives in alignment with the sustainable development policies and frameworks, ensuring responsiveness to the expectations of all stakeholders. Its responsibilities include evaluating and defining material sustainability topics (Materiality), strategies, goals, management approaches, operational plans, and sustainability performance indicators. It is also tasked with monitoring the implementation of sustainability initiatives to ensure they adhere to the established plans and reporting on progress to the NCCGS Committee and the Board of Directors.

To ensure that sustainability is seamlessly integrated into the corporate culture and daily operations, with clear communication and continuous improvement, the Company has established a Corporate Sustainability Unit. This unit is responsible for coordinating with business unit heads and division/departments leaders to convey and communicate the sustainable development policy and action plans to employees, who play a crucial role in implementing these initiatives. Additionally, the Corporate Sustainability unit monitors the Company's sustainability performance across all operations and regularly reports to the Sustainable Development Committee. It is also responsible for communicating and disclosing sustainability-related information to stakeholders.

The Board of Directors Meeting and the Nomination, Compensation, Corporate Governance and Sustainability (NCCGS) Committee Meeting to Monitor the Company's Sustainability Development Performance for the Year 2024

The Board of Directors held two meetings to monitor the Company's sustainability development performance. During these meetings, the Secretary to the Sustainable Development Committee reported progress on various sustainability initiatives to the Board. The Board provided recommendations on responding to key issues as part of its oversight responsibilities. Additionally, based on the review and recommendations of the NCCGS Committee, the Board of Directors approved sustainability corporate key performance indicators (KPIs), material sustainability topics (Materiality), revisions to the sustainable development policy, enhancements to the roles and responsibilities of both the NCCGS Committee, as well as the Sustainable Development Committee.

In addition, the NCCGS Committee held three meetings to review the Company's sustainability development performance. During these meetings, the Senior Vice President of the Corporate Sustainability Unit, representing the Sustainable Development Committee, reported on the progress of sustainability initiatives to the NCCGS Committee. In this regard, the NCCGS Committee provided recommendations and reviewed management approaches for addressing key strategic sustainability issues.

Sustainable Development Framework

The Board of Directors has established the sustainable development framework as a guiding principle for fostering a balanced approach to sustainability across social, environmental, economic, and corporate governance dimensions. This framework emphasizes business growth and financial performance based on social responsibility, creating added value to enhance the quality of life and well-being of employees, communities, and society. The Company prioritizes environmental stewardship and promotes good corporate governance by conducting business with integrity, ethics, honesty, transparency, and accountability. It strictly complies with all laws, regulations, and rules while implementing effective internal controls and risk management to ensure responsible operations. The ultimate goal is to foster a peaceful and high-quality society, create sustainable value for all stakeholders, and align with the Sustainable Development Goals (SDGs) of the United Nations. The Company is particularly focused on eight key SDGs that are directly relevant to its business operations, strategic sustainability priorities, and long-term sustainability objectives.

In addition to its sustainable development policy and operational framework, the Company also adopts various sustainability standards as guidelines for its sustainable development efforts. These include the sustainability assessment criteria of the Stock Exchange of Thailand, ISO standards, and the Global Reporting Initiative (GRI) standards. By implementing these frameworks, the Company aims to continuously enhance its sustainability performance across all aspects of its operations.

Sustainable Development Goals and Strategies

The Company is committed to achieving continuous growth while creating long-term positive impacts for all stakeholders across the value chain. It strives to enhance the quality of life for individuals while simultaneously positioning itself as an environmentally friendly organization that fosters sustainable coexistence. To achieve this, the Company has developed a sustainability strategy that integrates technology and innovation with sustainability management across all dimensions, including environmental, social, economic, and corporate governance aspects, as outlined below.

1. Enhancing Organizational Capabilities through Technology and Innovation

- Integrate advanced technologies into business operations, such as adopting digital systems to reduce energy consumption and enhance resource management efficiency.
- Promote innovation in products and services to meet the needs of customers and stakeholders while minimizing environmental impact.

2. Integrating Sustainability across All Dimensions

- **Environmental Dimension:** Reduce waste and greenhouse gas emissions in business operations while promoting the use of renewable energy.
- **Social Dimension:** Develop employees' skills, capabilities, and knowledge, enhance their well-being and engagement, and support community development through Corporate Social Responsibility (CSR) projects and initiatives that create a positive impact on communities.
- **Economic and Governance Dimension:** Ensure transparency and uphold good corporate governance principles and business ethics to strengthen trust and foster sustainable relationships with stakeholders.

3. Enhancing Business Competitiveness

- Utilize data and advanced technology to analyze and respond to market demands quickly and efficiently.
- Establish strategic partnerships at both national and international levels to create business opportunities and mitigate supply chain risk.

63

4. Creating Sustainable Impact

- Focus on creating added value for the business and stakeholders by developing systems that support sustainable growth and adaptability to future changes.
- Promote a corporate culture that prioritizes sustainability to ensure development aligns with long-term goals.

To ensure clarity and effective tracking of the Company's strategic and business plan implementation, the Company has established goals and operational plans across three phases as follows:

1. Short-Term Goals

- Timeframe: 1-3 years
- Focus: focus on immediate improvements or changes that can be implemented quickly, as well as activities related to the initiation of strategic operations.
- Outcome: Generate measurable impacts in the short term to establish a foundation for achieving long-term goals.
- Operational Plans and Goals:
  ✓ Promote a Green Office initiative by reducing paper usage and office waste by 15% by 2026.
  ✓ Increase the use of renewable energy to at least 20% in all installation projects.
  ✓ Ensure that at least 80% of employees participate in skill development programs annually.
  ✓ Support at least five community development projects per year.
  ✓ Collaborate on at least five strategic partnership projects per year
  ✓ Maintain "Zero Corruption" status continuously.

2. Mid-Term Goals

- Timeframe: 3-7 years
- Focus: focus on deepening development and expanding the scope of projects or initiatives initiated in the short term.
- Outcome: Create sustainable transformation within the organization and the community, as well as enhance process efficiency and structural improvements.
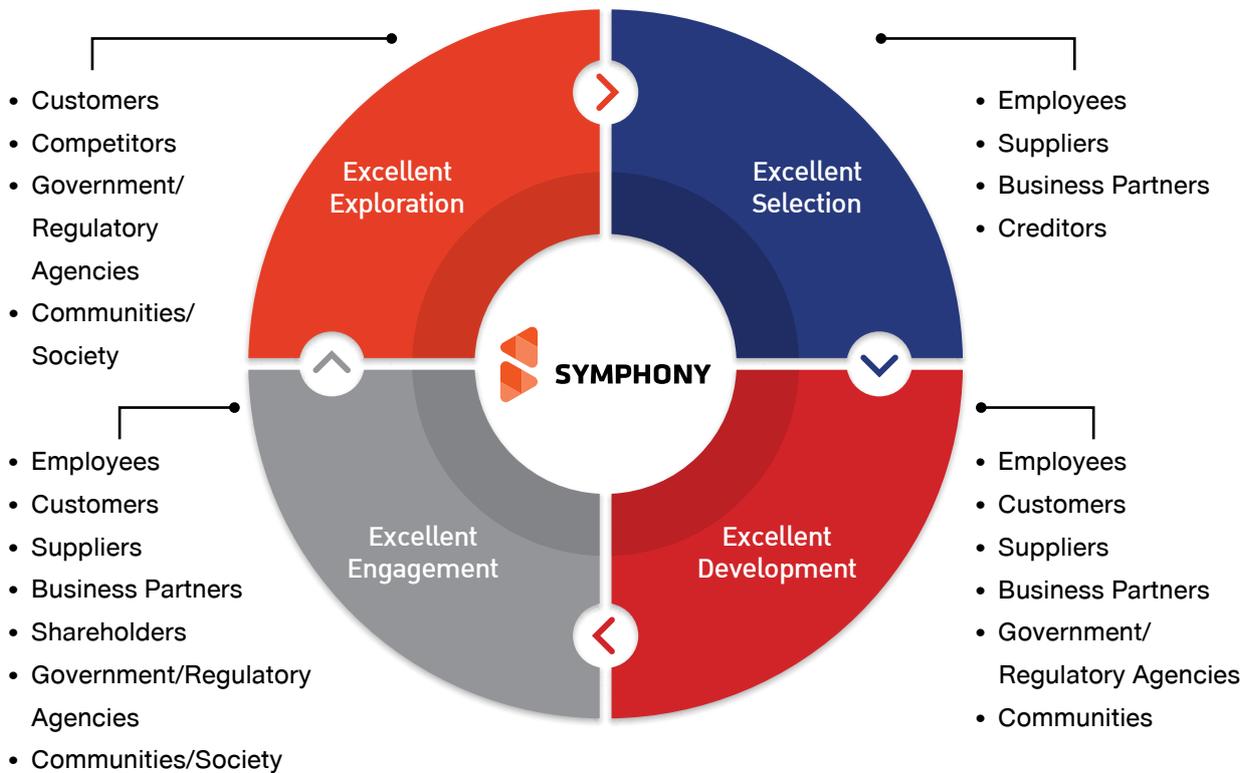
3. Long-Term Goals

- Timeframe: more than 7 years or on a continuous annual basis.
- Focus: focus on creating structural impacts and driving sustainable, long-term strategic transformation.
- Outcome: Responding stakeholders' expectations and achieving goals aligned with the Sustainable Development Goals (SDGs) of the United Nations.
- Operational Plans and Goals
  ✓ Reduce greenhouse gas emissions to achieve Carbon Neutrality by 20250 and reach Net Zero Emissions by 2065.
  ✓ Enhance regional competitiveness.
  ✓ Promote sustainability in business operations and community development in a long-term.

Currently, the Company has set its goals with a focus on short-term and long-term goals, without establishing specific mid-term goals at this stage. This approach allows the Company to balance urgent actions with laying a strong foundation for the future. The development of mid-term goals will be further refined as more relevant data and resources become available.

Management of Impacts on Stakeholders in the Business Value Chain

Business Value Chain

- Customers
- Competitors
- Government/ Regulatory Agencies
- Communities/ Society

Excellent Exploration

- Employees
- Suppliers
- Business Partners
- Creditors

Excellent Selection

SYMPHONY

- Employees
- Customers
- Suppliers
- Business Partners
- Shareholders
- Government/Regulatory Agencies
- Communities/Society

Excellent Engagement

Excellent Development

- Employees
- Customers
- Suppliers
- Business Partners
- Government/ Regulatory Agencies
- Communities

1. Excellent Exploration

Study the market and customer needs, including the behaviors and expectations of communities and society, by collecting and analyzing data from various sources. This includes assessing the business landscape, industry trends, technological advancements, and key global, regional, and national transformations. By gaining a deep understanding of customer needs, the Company can make informed decisions, formulate strategies, and implement actions that effectively address customer demands.

2. Excellent Selection

Seek and select excellent resources responsibly through a fair and transparent process to achieve the Company's goals and ensure sustainable growth.

3. Excellent Development

Manage the business in accordance with good corporate governance principles, comply with laws and regulations, and innovate and develop products and services that meet customer needs and deliver value. Ensure responsible product delivery and service provision, prioritizing community and stakeholder safety while minimizing negative environmental impacts.

4. Excellent Engagement

Foster stakeholder engagement to effectively address their needs while creating value that enables stakeholders to achieve stable and sustainable growth together.

The Company is committed to engaging with stakeholders throughout the business value chain and maintaining long-term relationships while integrating sustainability considerations to meet the expectations of all stakeholder groups.

Analysis of Stakeholders in the Business Value Chain

The Company's mission is to deliver shared value and excellent experiences to all stakeholders across the business value chain. Therefore, the Company places great importance on stakeholder engagement, believing that strong relationships built on trust, along with stakeholder insights and feedback, are invaluable assets that contribute to achieving the Company's goal of becoming a responsible corporate citizen with sustainable growth. Stakeholder engagement enables the Company to effectively respond to stakeholder needs, mitigate risks that could impact on its reputation or cause business disruptions, and create value for all stakeholders. To support this, the Company maintains regular and ongoing communication with stakeholders to enhance understanding of key concerns and integrate their feedback into its decision-making processes and business planning.

The Company classifies stakeholders into eight groups based on their relevance to the Company's business operations, the sustainability impact of stakeholders on the Company, and the impact of the Company's operations on stakeholders. These groups include employees, customers, business partners, suppliers, shareholders/investors, government/regulatory agencies, creditors, communities and society. These stakeholders are further divided into internal stakeholders, which are employees, and external stakeholders, which are, customers, business partners, suppliers, shareholders/investors, government/regulatory agencies, creditors, and communities and society.

In 2024, the Company conducted a review of its stakeholder engagement efforts, identifying and prioritizing key stakeholder groups that are relevant to its operations across the entire value chain. This process was undertaken to develop strategic stakeholder engagement plans and establish effective approaches to address stakeholder expectations and key concerns in a suitable and efficient manner. For stakeholder's prioritization, the Company considered based on the level of impact on the stakeholders from the Company's operations in the areas of economy, society, environment, and human rights, together with their level of impact or influence on the Company. with the highest priority place at the innermost in the picture below:

Internal	External						
Employee	Customer	Bussiness Partner	Suppliers	Government/ Regulatory Agencies	Communities/ Society	Creditors	Shareholder/ Investor

The Company has established a stakeholder engagement policy and guidelines to systematically engage with all stakeholder groups. This approach aims to assess the impacts experienced by each stakeholder group, including both current and potential future impacts, as well as their concerns and expectations. Stakeholder engagement is conducted at least once a year through various channels and methods to gather insights. The Company then analyzes stakeholder expectations, needs, concerns, and feedback to develop appropriate responses and management strategies that effectively address the needs of all stakeholder groups.

Engagement with Stakeholders

In 2024, the Company engaged with stakeholders by conducting surveys of stakeholders' need and expectation toward the Company's operations, using various methods tailored to each stakeholder group. The results from the survey were analyzed to develop appropriate responses and actions to address stakeholder expectations effectively. The communication and response approaches vary depending on the stakeholder group, with details outlined as follows:

Stakeholders	Communication / Engagement Channels	Stakeholders' Interests / Expectation	Response to Stakeholders' Interests / Expectation
Employees	• Annual Employee Engagement Survey • Annual Town Hall Meeting • Communication through various channels, e.g., email, Line OA, online social media • Welfare Committee Meetings • Occupational Health, Safety, and Workplace Environment Committee Meetings • Feedback and Complaint Making Channels • Survey on perspectives and expectations of employee representatives to incorporate into the Company's planning and operational improvements.	• Fair and appropriate compensation and benefits • Career growth and advancement opportunities • Effective and fair performance evaluation system • Income stability • Positive atmosphere, clean, hygienic, and safe workplace • Work-life balance • Good quality of life and happiness at work • Continuous support for skill, knowledge, and professional development • Fair and equitable treatment • Respect for personal rights and employee privacy • Active listening and participation in expressing opinions • Safe channels for feedback and complaints	• Establish Company regulations, policies, and HR practices in compliance with relevant laws. • Provide fair and appropriate compensation and benefits. • Respect human rights, promote diversity, and ensure fair and equal treatment for all employees. • Continuously support employee development by enhancing knowledge, skills, and competencies. • Promote employee well-being by ensuring good physical and mental health. • Enhance workplace safety and maintain a clean, suitable, and productive work environment. • Provide safe channels for feedback and complaints. • Organize recreational activities and initiatives to foster employee engagement and strengthen relationships between employees and the organization.
Customers	• Customer feedback and satisfaction surveys • Meetings and customer visits • Channels for complaints, recommendations, and suggestions • Various communication channels, e.g. email, phone, website, mail, and online social media • Customer engagement activities for special occasions and marketing events • Survey on perspectives and expectations of customers representatives to incorporate into the Company's planning and operational improvements	• Quality, efficiency, stability, and security of services • Extensive service coverage • Digital solutions tailored to meet all customer needs • Fair and reasonable pricing • Providing information, recommendations, and consultations with expertise, responsibility, and professionalism • On-time delivery of products and services as agreed • High-quality after-sales service, with prompt and attentive resolution of issues or complaints • Customer data protection and confidentiality of business information • Convenient and easily accessible communication channels	• Continuously expand and enhance network efficiency. • Develop and provide comprehensive solutions to meet all customer needs. • Deliver excellent service, ensuring on-time delivery in accordance with agreements. • Build trust in service quality, security management, and business continuity by adhering to international standards such as ISO 20000-1, CSA-STAR, ISO 27,001 and ISO 22301. • Maintain ongoing customer relationship management. • Regularly conduct customer satisfaction surveys.
Business Partners	• Business collaboration agreements • Joint meetings with business partners • Inviting business partners to participate in Company events • Co-hosting various activities • Survey on perspectives and expectations of business partner representatives to incorporate into the Company's planning and operational improvements. • Various communication channels, e.g. email, phone, website, mail, and online social media	• Credibility, reputation, and good corporate governance • Creating shared value and mutual business benefits • Knowledge exchange for business improvement and innovation in products and services • Timely support in problem-solving • Trust, collaboration, and long-term business partnerships • Transparency in business operations • Protection of business confidentiality • Business growth and continuity	• Adhere to business ethics. • Establish transparent and fair collaboration agreements. • Review and exchange ideas to innovate value-driven products and services. • Protect and maintain the confidentiality of business partners' information. • Communicate effectively. • Provide timely support in problem-solving.

Stakeholder			
Suppliers	• Joint meetings with suppliers • Supplier Code of Conduct • Various communication channels, e.g. email, phone, website, mail, and online social media • Survey on perspectives and expectations of supplier representatives to incorporate into the Company's planning and operational improvements • Supplier engagement activities to foster collaboration, such as social and environmental initiatives • Annual supplier evaluation • Channels for complaints and suggestions	• Credibility, reputation, and good corporate governance • Equal and fair treatment • Fair and transparent procurement policies and processes • Compliance with agreed terms and fair business practices with suppliers • Financial stability • Long-term cooperation and relationships • Commitment to supplier safety and occupational health • Support and development of suppliers to adopt best practices and achieve sustainable growth together	• Establish transparent, fair, and equitable procurement policy, practices, and processes, while continuously reviewing and improving procurement procedures and communication methods to achieve mutual goals. • Comply with applicable laws, regulations, business ethics, and procurement policy. • Develop and communicate the Supplier Code of Conduct to ensure suppliers understand and adhere to business practices aligned with the Company's operational policies. • Conduct supplier feedback surveys. • Implement supplier development programs, such as training sessions. • Promptly identify and resolve issues as they arise.
Government / Regulatory Agencies	• Accurate and complete reporting of operational performance within the specified timeframe • Participation in and support for government agency activities, operations, or projects • Engagement in official meetings and visits on various occasions • Participation in working groups • Attending meetings and seminars to exchange views and insights • Various communication channels, e.g. website, phone, email, mail, and online social media	• Strict compliance with laws, regulations, and rules • Transparent, accurate, and complete disclosure of operational information • Cooperation with and support for government policies, activities, and initiatives • Adherence to good corporate governance principles • Responsibility towards communities, society, and the environment • Creating value for the economy, communities, and society	• Strict compliance with applicable laws, regulations, and requirements. • Conduct business with transparency, adhering to good corporate governance principles. • Prepare reports and disclose information in accordance with regulatory. requirements • Continuously support and participate in government-led initiatives.
Communities / Society	• Corporate Social Responsibility (CSR) activities • Participation in various community events • Channels for receiving complaints • Various communication channels, e.g. website, phone, email, mail, and online social media	• Responsible and effective management to minimize social and environmental impacts from the Company's operations with care and accountability. • Activities that benefit communities, society, and the environment. • Promoting careers, generating income, and fostering economic growth within communities • Providing assistance to communities and society during crises. • Utilizing the Company's knowledge, skills, and expertise to support community development. • Enhancing access to information technology. • Contributing to economic development and improving the quality of life for people in communities and society.	• Strictly comply with applicable laws and regulations. • Supervise and monitor the network equipment installation process to ensure that all involved parties follow proper procedures and that operations do not negatively impact on the communities where work is conducted. • Assess the potential impact of business operations on communities, society, and the environment. • Learn, understand, and listen to community feedback and respond effectively to their needs. • Support and participate in social and public benefit activities. • Foster awareness and promote a corporate culture of social responsibility and environmental sustainability.
Creditors	• Meetings and engagements with executives and relevant employees • Various communication channels, e.g. phone, email, mail, website, and online social media	• Timely and complete debt repayment • Financial strength • Debt repayment capabilities • Business performance and growth • Credibility, reputation, and good corporate governance • Effective risk management • Transparent information disclosure	• Repay debts within the specified timeframe • Strictly comply with the terms and conditions of agreements with creditors • Report financial information transparently, accurately, completely, on time, and consistently • Implement effective risk management

| Shareholders / Investors | • Annual general meeting
• Various communication channels, e.g. website, email, phone, and online social media
• Survey on perspectives and expectations of shareholders representatives to incorporate into the Company's planning and operational improvements
• Reporting key information through the Stock Exchange of Thailand channels
• Investor relations activities, e.g. Opportunity Day, meetings with investors, analyst meetings, and quarterly investor briefings
• Form 56-1 One Report
• Invitation to shareholders to propose meeting agenda items and nominate individuals for election as directors at the Annual General Meeting | • Business growth and strong financial performance
• Consistent dividend payments
• Continuous business expansion
• Respect for shareholder rights and fair treatment
• Transparency in business operations and good corporate governance
• Accurate, complete, and timely disclosure of information through various accessible channels
• Effective risk management
• Innovation development to enhance the Company's operational efficiency
• Business operations that consider environmental, social, and governance (ESG) factors | • Respect shareholders' rights and treat all shareholders equitably.
• Comply with the guidelines and regulations of relevant regulatory authorities.
• Conduct business in accordance with good corporate governance principles.
• Seek opportunities and assess investment feasibility to drive growth.
• Disclose key information accurately and completely in accordance with regulatory requirements.
• Implement effective risk management. |

Materiality

Materiality Assessment

The Company places great importance on managing sustainability issues both internally and externally. The assessment process is conducted in alignment with the GRI Universal Standards for sustainability reporting. The Company collects and evaluates sustainability issues by analyzing stakeholder perspectives across all groups, studying global and regional sustainability trends, and assessing industry-specific developments. This process is integrated with the Company's strategic direction and risk factors, both current and future, that may impact or create opportunities for business operations. These considerations form the basis for determining material sustainability topics (Materiality) relevant to the Company.

Materiality Assessment Process

1. Understanding organization's context

Study and analyze the Company's sustainability context by considering both internal and external factors, as well as global and regional trends. This includes assessing sustainability trends and directions, key industry-specific issues, sustainability standards and industry assessment criteria, and global concerns.

2. Collection and Identification

Gather sustainability topics by analyzing perspectives, expectations, interests, and concerns and key topics raised by all stakeholders' groups, both internal and external, across the entire value chain. This process also considers changes in global and industry trends, historical events, current and future risk factors that may pose challenges or opportunities for business operations, and human rights principles. Then, identify sustainability topics that impact on the Company's sustainability, both positively and negatively, and categorize them into environmental, social, and economic & corporate governance topics.

3. Assessment and Prioritization

Incorporated the identified sustainability topics into the materiality assessment and prioritization process, applying the Double Materiality and Multi-stakeholder Approach, to provide a comprehensive view of the impact on business operations, both financial and non-financial, on stakeholders, including society and environment (Outward Impact) and the impact on the Company's business operations (Inward Impact). The assessment process involves interviews and online surveys for external stakeholders, selected through purposive sampling, and online surveys for internal stakeholders. Data collected from stakeholders is analyzed using scoring criteria that assess the level of severity and likelihood of impacts on the Company and its stakeholders. A Materiality Matrix is then developed to present the importance of each sustainability topic, where the Y-axis represents the importance level of environmental, social, and governance (ESG) issues on stakeholders, and the X-axis represents the important level of ESG issues on the Company's business operations. The Company categorizes the material sustainability topics into three levels of their importance as follows:

69

- Very critical topic refers to a topic with a critical impact on the Company's sustainability and strategic goals.
- Moderately critical topic refers to a topic that requires manageable actions but are not of the critical impact and highest priority.
- Less critical topic refers to a topic with limited impact that can be managed and addressed easily.

4. Validation

Present the assessment results and prioritization of material sustainability topics to the Chief Executive Officer for review. This ensures that the material topics are aligned with the Company's context, strategy, objectives and goals before formulating sustainability strategies and management approaches across different dimensions. Following this review, relevant departments are assigned to implement actions in response to material sustainability topics.

The Nomination, Compensation, Corporate Governance and Sustainability Committee is responsible for reviewing and approving the Company's material sustainability topics, strategies, and management approaches before presenting them to the Board of Directors for final approval

Materiality Assessment and Prioritization

In 2024, the Company conducted a review of its material topics based on the material topics identified in 2023, in reference to the GRI Universal Standards, taking into consideration the Double Materiality and Multi-stakeholder Approach. This approach provides a comprehensive view of both the negative and positive impacts of the Company's business operations on the economy, society, environment, and stakeholders (Outward Impact) and the financial and value-creation impacts on the Company (Inward Impact). Additionally, the Company has conducted a comprehensive review of human rights impacts on stakeholders, whether they have already occurred or may arise in the future, scanning across the organization's activities and business relationships throughout the value chain, such as those with its suppliers.

In 2024, the Company retained the same 20 material sustainability topics as in 2023. These topics were assessed and classified into three levels based on their importance to stakeholders and the Company across environmental, social, economic, and corporate governance dimensions, consisting of five very critical topics, five moderately critical topics, and 10 less critical topics. Since all the material topics were inherently linked to human rights of stakeholders, human rights issue was not listed as a separate topic. Instead, the Company conducted human rights due diligence and implemented risk management measures for each topic to minimize both the likelihood and impact on stakeholders.

Environmental, social and corporate governance impacts on the Company's business operations

Material Sustainability Topics (● Very critical topics)

Environmental Dimension	Social Dimension	Economic and Corporate Governance Dimension
1. Environment Protection	1. Human Rights	1. Corporate Governance
2. Climate Change	2. Labour Treatment	2. Risk Management
3. Waste and Hazardous Waste Management	●3. Human Capital Development	3. Economy Development
	4. Safety, Occupational Health and Work Environment	●4. Customer Relations Management
	5. Privacy Protection	5. Supply Chain Management
	6. Community Safety	6. Strategic Partnership
	7. Digital Wellness	●7. Network and Solutions Development
	8. Community Development	●8. Innovation Development
		●9. Cybersecurity

The Company's material sustainability topics for 2024 were reviewed by the Sustainable Development Committee and the Chief Executive Officer. They were subsequently approved by the Nomination, Compensation, Corporate Governance, and Sustainability Committee and the Board of Directors, following the established approval process.

The five very critical sustainability topics, comprising network and solution development, customer relationship management, innovation development, cybersecurity, and human capital development, have been incorporated into the Company's business strategy and operational plans, which were approved by the Board of Directors during Meeting No. 6/2023 on December 18, 2023, and during Meeting No. 6/2024 on November 28, 2024. Moreover, they have been integrated into key performance indicators (KPIs) that are linked to organizational, divisional, and departmental performance outcomes. They are also connected to the criteria for the annual performance evaluation of the Chief Executive Officer, executives and relevant employees.

Environmental Sustainability Management

Environmental Policy and Guidelines

The Company recognizes that its business operations can have an impact on the environment and is therefore committed to conducting business with environmental responsibility in every process. The Company prioritizes managing internal processes that may have direct or indirect environmental impacts, as well as those affecting both internal and external stakeholders. The Company aims to reduce and mitigate environmental impacts resulting from its operations while fostering awareness and knowledge about environmental conservation, natural resource preservation, and energy efficiency. These efforts contribute to reducing the Company's greenhouse gas emissions. The Company is committed to environmentally responsible business practices by adhering to laws, regulations, and relevant environmental standards. It ensures regular assessment and monitoring of its environmental performance and impacts, while also responding promptly and effectively to any environmental effects arising from its operations.

Further details about the **"Environmental Management Policy and Practices"** can be found at: www.symphonny.net.th (Sustainability > Environmental Dimension).

Environmental Operating Results

Energy Saving

Energy consumption is a crucial component of the Company's business operations, particularly electricity usage for network equipment management and office operations. The Company is therefore committed to maximizing energy efficiency and has set a goal to increase the use of renewable energy (solar power) to 20% in all installation projects. In 2024, the Company launched the **Solar Cell Small Site Project**, a pilot initiative to integrate renewable energy into operations. This project aims to reduce electricity consumption, lower greenhouse gas emissions that contribute to global warming, and enhance long-term business value.

In addition, the Company prioritizes energy conservation by upgrading energy-efficient equipment, such as replacing traditional lighting with LED energy-saving bulbs, upgrading air conditioning systems to high-efficiency models, and regularly cleaning air conditioning condenser units and filters. The Company also encourages employee participation in energy-saving initiatives, such as campaigns to turn off lights and unplug devices when not in use. As a result of these efforts, in 2024, the Company successfully reduced electricity costs in office operations by 3% compared to the previous year.

Water Management

Although the Company does not directly utilize water resources in its core business operations, it recognizes the importance of water conservation as a limited and essential resource for all life. Therefore, the Company actively promotes and encourages employees to use water responsibly and efficiently, both within the workplace and in their daily lives, to maximize its value and sustainability.

Waste Management

The Company recognizes the environmental impact of waste and waste management and therefore prioritizes effective waste management within its business operations. The Company applies the **3Rs** principle: Reduce, Reuse, and Recycle, with the objective of minimizing waste sent to landfills or incineration, thereby reducing its environmental footprint.

For electronic waste and hazardous materials, such as fiber optic cables, network equipment, IT devices, and batteries, the Company places great importance on proper waste management in compliance with industry standards. This ensures that disposal is carried out correctly and responsibly, minimizing environmental impact.

In 2024, the Company managed a total of 20.93 tons of decommissioned or damaged fiber optic cables from business operations, along with 106,217 kilograms of expired backup batteries from network equipment and IT devices. The disposal of these electronic and hazardous waste was carried out by licensed companies certified by the Department of Industrial Works and accredited with international environmental management standards.

In addition, the Company promotes and encourages waste segregation within office spaces, ensuring that waste is properly disposed of or recycled as much as possible. The Company also emphasizes raising employee awareness about the importance of waste separation, aiming to foster environmentally friendly behaviors in the workplace.

Climate Change Action

The global warming crisis and climate change are major challenges that significantly impact human life and economic development. These challenges manifest in various ways, including seasonal pattern shifts, disaster incurrence, extinction of livings, and transmission pattern of pathogens and disease-carrying vectors. Moreover, climate change is a key driver of the frequency and severity of natural disasters, which lead to severe loss of life and property, while also causing widespread economic and social impacts.

The Company recognizes the challenges and risks associated with climate change and global warming, which may impact its business operations. As a result, the Company is committed to adopting environmentally friendly business practices and raising awareness about climate change, global warming, and environmental conservation among its employees, business partners, customers, and the general public. The Company focuses on reducing energy consumption, researching and planning for renewable energy adoption, and actively supporting and participating in initiatives that contribute to tangible climate change mitigation efforts. As part of its commitment, the Company has joined the **"Care the Bear: Change the Climate Change"** initiative, organized by the Stock Exchange of Thailand, to promote resource conservation, greenhouse gas reduction, and climate action.

Greenhouse Gas Emission Management

The Company prioritizes greenhouse gas management and operations aimed at reducing emissions, recognizing its significant role in climate change and global warming. The Board of Directors plays a crucial role in overseeing climate-related issues, including setting greenhouse gas reduction targets and developing strategies and action plans to achieve these goals.

The Company's activities that contribute to greenhouse gas emissions include fuel consumption from Company-owned vehicles (Scope 1) and electricity consumption for service operations, network equipment, air conditioning, lighting, and office appliances (Scope 2). To address this, the Company has set ambitious climate targets to achieve carbon neutrality by 2050 and reach Net Zero greenhouse gas emissions by 2065.

In 2024, the Company conducted a Carbon Footprint for Organization (CFO) assessment for the year 2023 following the greenhouse gas calculation methodology outlined by the Thailand Greenhouse Gas Management Organization (TGO). This assessment included direct greenhouse gas emissions (Scope 1) and indirect greenhouse gas emissions from energy consumption (Scope 2). The reporting scope covered three locations, which are Headquarter in Bangkok, Amata Nakhon Branch Office in Chonburi and Moalee Submarine Cable Station in Rayong.

The Carbon Footprint for Organization for the year 2023 was conducted with guidance from the consultants of ECEE Co., Ltd., was verified by the Greenhouse Gas Management and Certification Unit, University of Payao, and was officially registered with the Thailand Greenhouse Gas Management Organization (TGO) in 2024.

In 2023, total greenhouse gas emissions from the Company's operations amounted to 1,802 tCO2e, divided into 566 tCO2e from direct emissions (Scope 1) and 1,236 tCO2e from indirect emissions due to purchased electricity consumption (Scope 2).

The Company has established strategies to reduce greenhouse gas emissions, focusing on three key areas as follows:

1. Reducing greenhouse gas emissions from operations to build a low-carbon society by enhancing energy efficiency and transitioning to renewable energy through the adoption of appropriate technologies, minimizing waste for landfills and ensuring the proper disposal of electronic waste and hazardous materials in accordance with environmental standards, selecting high-quality, environmentally friendly materials and equipment to extend their lifespan, reduce the frequency of replacements, and lower waste generation and waste management costs, collaborating with business partners and customers to enhance capabilities in achieving net-zero greenhouse gas emissions and ultimately progressing toward carbon negativity, and promoting "Green Office" project to encourage employees to participate in reducing energy consumption and waste within the organization.

2. Developing products and services that help reduce greenhouse gas emissions: The Company recognizes opportunities to develop solutions and services that assist its customers in reducing their greenhouse gas emissions. A key focus area is Cloud Services, which not only improve operational efficiency and business performance but also enable organizations to optimize their energy consumption more effectively, helping businesses reduce carbon emissions across all aspects of their supply chain and allowing organizations to implement their strategies and successfully fulfill their sustainability commitments.

3. Promoting environmental awareness among employees: The Company places great importance on building environmental knowledge and awareness among employees by integrating environmental principles into its corporate culture.

In 2024, the Company organized training sessions on sustainable development and environmental management for employees. The objective was to enhance understanding of sustainability principles and encourage active participation in environmental management. A total of 470 employees participated in the training sessions, both online and on-site. To assess knowledge retention, participants completed a comprehension test, achieving an average pass rate of 96%. The result ensures that employees have gained a stronger understanding of sustainability and environmental management and can effectively apply their knowledge in their daily work operations.

Environmentally Responsible Products

The Company places great importance on developing environmentally responsible products and services across all dimensions. This includes selecting eco-friendly products that are high-quality, meet industry standards, and are recyclable to extend their lifespan, reduce the need for frequent equipment replacement, minimize waste generation, and lower waste management costs. Additionally, the Company integrates technology into service design and development to enhance operational efficiency for corporate clients, while also reducing energy consumption and greenhouse gas emissions.

For electronic waste and hazardous waste generated from operations, such as fiber optic cables, old and unused network equipment, batteries, and IT devices, the Company ensures proper management in accordance with industry standards and best practices. This is done through safe and environmentally responsible disposal processes to prevent harm and pollution to the environment and surrounding communities. The Company contracts licensed and certified environmental management providers to handle the disposal of electronic waste and hazardous materials in compliance with environmental regulations.

74

Social Sustainability Management

Social Policy and Guidelines

The Company believes that sustainable business growth can only be achieved when its operations and business practices gain acceptance, trust, and confidence from the community, society, and stakeholders. Therefore, the Company places great importance on ensuring compliance with all laws and regulations set by relevant regulatory authorities, respecting human rights, and treating all stakeholders fairly and equally. Additionally, the Company actively supports and participates in community and social development initiatives to foster long-term positive impact.

Social Operating Results

Respect of Human Rights and Labor Rights and Fair Labor Treatment

The Company places great importance on conducting its business in alignment with comprehensive human rights protection principles, in accordance with national laws and international human rights standards. A Human Rights Policy and Guidelines have been established to ensure that the Company's operations are grounded in the principles of respect for human rights.

Human Right Policy and Practices

The Company firmly believes that all individuals are inherently valuable and equal in rights and dignity, free from any form of discrimination. Therefore, the Company is committed to respecting and protecting human rights, which are fundamental rights of every person. It ensures compliance with national and international human rights laws and standards while preventing its business operations from being directly or indirectly linked to any human rights violations or adverse impacts. The Company strictly opposes forced labor, illegal labor practices, and child labor and is dedicated to treating all stakeholders fairly and equitably, based on human dignity and equality. It upholds a non-discriminatory approach regarding gender, sexual orientation, age, skin color, origin, race, nationality, religion, beliefs, educational background, socioeconomic status, family background, physical or mental condition, and political rights in accordance with democratic principles. Furthermore, the Company is committed to encouraging its business partners, suppliers, and all stakeholders in its supply chain to adhere to and operate in alignment with human rights principles.

(Details about **"Human Rights Policy and Practices"** can be found on the Company's website: www.symphonny.net.th (Sustainability > Social Dimension > Human Rights)

Performance on Human Rights, Labor Rights, and Fair Labor Practices

The Company's management approaches to human rights, labor rights, and fair labor practices can be summarized as follows:

- Upholding human rights and labor rights in compliance with labor laws and international human rights principles. The Company ensures equity, fairness, equality, and non-discrimination in the treatment of all employees and stakeholders, regardless of gender, sexual orientation, age, nationality, race, religion, beliefs, or other differences, while respecting fundamental rights and freedoms as enshrined in the Constitution.
- Aligning Company policies, regulations, and guidelines with applicable laws to provide a framework for employee operations. The Company continuously monitors legal developments to ensure compliance and updates its policies accordingly.
- Establishing appropriate remedial measures in cases where the Company's actions result in human rights violations affecting employees or stakeholders.

- Ensuring lawful, fair, and non-exploitative employment conditions, offering fair compensation based on factors such as knowledge, skills, experience, economic conditions, and Company status.
- Prohibiting child labor, illegal labor, and forced labor, ensuring that all employment practices align with ethical labor standards.
- Protecting employees' fundamental rights to live and work in a safe environment.
- Encouraging employee participation and freedom of expression in the workplace.
- Safeguarding personal data privacy of employees and all relevant stakeholders, ensuring compliance with data protection laws and ethical data management practices.
- Developed and published the "Supplier Code of Conduct" to ensure that suppliers and contractors are aware of and comply with the Company's principles and guidelines, particularly in relation to human rights and fair labor practices.

To monitor the implementation of policies and measures for preventing human rights violations, the Company has established a Whistleblowing Channel and various communication platforms to provide employees and stakeholders with an opportunity to report human rights violations or grievances in any form. The Company follows a careful, fair, and transparent process for reviewing, investigating, and addressing complaints. Employees found guilty of human rights violations are considered to have breached Company policies and the Code of Conduct and will face disciplinary action in accordance with Company regulations. Additionally, if the violation contravenes the law, the relevant party may also be subject to legal consequences. For cases involving human rights violations, the Company mandates that the responsible departments take immediate corrective action to mitigate the impact. The Company also ensures that affected individuals receive fair compensation and remediation measures.

In 2024, there were no reported complaints or incidents related to human rights violations. Additionally, there were no significant reports of human rights abuse or discrimination stemming from either the Company's operations or the business activities of its suppliers and business partners.

Human Resource Management

Human Resource Management Policy

The Company firmly believes that employees are its most valuable and essential resource. Recognizing that sustainability and continuous growth depend on the quality, potential, capabilities, dedication, and engagement of its people, the Company is committed to effective human resource management. The Company prioritizes developing employees to be competent, ethical, and well-rounded individuals with a high quality of life and well-being, as well as a continuous learning mindset. This ensures that employees are equipped to drive the organization toward success and achieve its vision and mission.

The Company has established the **"Human Resource Management Policy and Practices"** as a framework for effective human resource management. This policy covers determination of organizational structure and workforce planning, employment, compensation and benefits, working environment, personnel development, performance management and evaluation, communication, and engagement.

(Details about the **"Human Resource Management Policy and Practices"** can be found on the Company's website: www.symphonny.net.th (Sustainability > Social Dimension > Human Resource Management and Development)

Performance on Human Resource Management

The Company places great importance on creating excellent employee experience through the employee journey, which encompasses every stage of an employee's career, including recruitment and hiring, onboarding, employee development, career development, and exit of the organization. Besides, the Company continuously promotes and enhances key factors that strengthen employee engagement, such as reskilling and upskilling employees in both technical and social skills, organizing activities to foster positive relationships among employees, creating project teams to encourage employee participation in idea generation and work planning, and providing competitive and attractive benefits to align with market standards. The Company recognizes that employee well-being and quality of life are fundamental to organizational strength. A supportive work environment encourages collaboration, creativity, and innovation, empowering employees to deliver excellent service to customers and stakeholders effectively. The following initiatives have been implemented to achieve this:

1. **Employment and Diversity Promotion**

The Company has a policy of supporting equal employment opportunities, ensuring that no individual is restricted or discriminated against based on gender, sexual orientation, age, origin, race, religion, beliefs, education, social status, or physical ability. The Company recognizes and values diversity and individual differences, understanding that a diverse workforce enhances the Company's ability to creatively respond to customer needs and adapt to changing business environments, ultimately contributing to long-term sustainable success.

In 2024, the Company had a total of 486 employees, representing a diverse range of ages, genders, and job roles.

Number of Employees by Gender

Male	Female
294	192

Number of Employees by Age

Age	Male (Person)	Female (Person)
Less than 30 years	52	41
30-50 years	228	146
Over 50 years	14	5

Number of Employees by Position Level

Position Level	Male (Person)	Female (Person)
Operation Level	273	177
Executive Level[1]	20	15
Senior Executive[2]	1	-

Remark: [1] Executive Level refers to the level of Head of Department or equivalent and above.

              [2] Senior executive refers to a person who holds an executive position as Chief Officer or C-Suite.

2. Compensation and Benefits

Appropriate compensation and benefits play a crucial role in motivating and retaining talented employees, significantly impacting their work efficiency. To drive the organization forward, the Company continuously analyzes and reviews its employee compensation and benefits strategies annually. This ensures that the Company remains competitive compared to leading firms in the industry.

The Company has established both short-term and long-term employee compensation policies based on knowledge, experience, individual performance, and Company performance. Employee performance is measured using Key Performance Indicators (KPIs). Economic conditions, inflations and cost of living are also considered. Additionally, the Company structures salaries and benefits competitively by benchmarking against the market and industry standards, ensuring fair and appropriate compensation for employees.

In addition to salary and annual bonus, the Company provides a Provident Fund to promote savings and financial security for employees. Employees can choose to contribute at rates of 3%, 5%, 7%, 9%, 11%, 13%, or 15% of their base salary, while the Company matches contributions at 3%. In 2024, a total of 303 employees participated in the provident fund, accounting for 62.35% of the total workforce.

Furthermore, the Company offers various benefits and privileges, including group health insurance, life insurance, accident insurance, travel allowances for work-related duties, financial assistance for various occasions, special-interest-rate loans in collaboration with financial institutions, and retirement compensation.

Regarding employee well-being, the Company arranges annual health check-ups based on age and gender, flu vaccinations, and health training programs to educate employees on maintaining their well-being and preventing illnesses.

In 2024, the Company appointed the Welfare Committee, consisting of representatives from executives and employees across different divisions and departments. The Welfare Committee is responsible for overseeing and enhancing employee welfare and quality of life, ensuring happiness and stability in the workplace.

3. Human Resource Development

Human Resource Development Policy

Employees are a crucial resource in driving business and organizational success toward its goals. The Company is committed to systematically and continuously developing its employees, with a strong emphasis on enhancing their knowledge and professional skills to align with their job roles. Additionally, leadership development is prioritized to prepare employees for career advancement. The Company encourages employees to gain expertise through hands-on experience and organizes in-house training programs to facilitate the exchange of knowledge and experiences. Regular training sessions provide employees with additional learning opportunities. Moreover, employees and executives across various departments are sent to participate in external training and seminars relevant to their respective fields, enabling them to apply the acquired knowledge to improve business operations. Furthermore, the Company actively fosters awareness, understanding, and appreciation of its core values, encouraging employees to integrate these principles into their daily work. This initiative aims to instill core values as part of the Company's culture, ultimately driving the organization toward success and sustainable growth.

Human Resource Development Framework

In today's ever-changing business landscape, employees are the heart and driving force behind sustainable business growth. The Company places great importance on the holistic development of its employees, ensuring that they are well-equipped with the necessary skills and capabilities to foster innovation and effectively adapt to change. The Company emphasizes continuous training and development for employees at all levels, enabling them to enhance their expertise and maximize their work performance. This approach ensures alignment with the Company's goals and strategies, strengthens its competitive advantage, and supports future business growth. A key part of this commitment is the Onboarding Program, a structured four-month development plan for new employees during their probation period. This program helps new hires adapt to their roles and integrate smoothly into the Company culture. Furthermore, the company establishes comprehensive employee development frameworks, incorporating appropriate training programs while also encouraging employees to pursue additional learning opportunities based on their interests and professional needs.

The Company's employee development programs consist of the following:
1. In-house Training: is designed to enhance employees' mindset, potential, knowledge, and skills to improve work performance while aligning with the Company's goals and the current competitive landscape.
2. External Training: is aimed at developing employees' competencies and job-specific skills by enrolling them in various training courses and seminars conducted by external training institutions.
3. On the Job Training: is focused on practical learning through real work experience, allowing employees to quickly acquire knowledge, enhance their skills, and gain a deep understanding of operational processes.
4. Knowledge Sharing: is to encourages employees to exchange experiences and insights related to business operations and job functions, enabling them to apply acquired knowledge to enhance work efficiency.

For training methodologies, especially in-house training, the Company engages expert trainers and specialists to design learning experiences in the form of interactive workshops. These sessions promote hands-on learning, critical thinking, active participation, and idea exchange, ensuring that employees can effectively apply the knowledge gained to their work.

In 2024, the Company implemented both internal and external training programs, with a total of 412 employees participating. This included 251 male employees and 161 female employees, accounting for 83.23% of the total workforce. The average training hours per employee amounted to 1.90 hours per year, and the total employee development expenditure was Baht 5,326,672.

Training Courses in 2025

- Guidelines for Compliance with the Personal Data Protection Act (PDPA) for Human Resources Division

Objectives : To provide knowledge and understanding of the fundamental principles of the Personal Data Protection Act (PDPA) related to the Human Resources Division and to enable the implementation of documents, guidelines, and frameworks in Human Resource management practices.

Goals : To equip participants with knowledge and understanding of the fundamental principles of the Personal Data Protection Act (PDPA) related to Human Resources management. The course also aims to enable participants to apply relevant documents, guidelines, and frameworks in their work to ensure compliance with PDPA regulations and enhance the organization's efficiency in managing personal data accurately and appropriately.

Benefits of the Trainings :
1. In-depth understanding of PDPA: participants will gain fundamental knowledge and a clear understanding of the key principles of the Personal Data Protection Act (PDPA) related to Human Resources management.
2. Practical application of knowledge: participants will be able to apply the provided guidelines and document templates to manage personal data in HR operations correctly and in compliance with the law.
3. Legal risk mitigation: the training helps organizations reduce the risk of PDPA violations and avoid potential issues arising from improper personal data management.
4. Enhanced organizational credibility: ensures employees and stakeholders that personal data is handled securely and responsibly, reinforcing trust in the organization
5. Improved HR Management Standards: elevates the efficiency of Human Resources management by ensuring compliance with legal requirements and industry standards.
6. Preparation of documents and processes: participants will receive guidance on creating necessary documents, policies, and procedures for effective personal data management within the organization.

- **English for Business Working**

Objectives : To develop basic English communication skills, enabling participants to use fundamental vocabulary and work-related terminology effectively. The course also aims to help participants apply their knowledge to enhance communication within the organization.

Goals : To equip participants with the confidence to communicate in basic English, use appropriate work-related vocabulary, and effectively apply their language skills to professional interactions within the organization.

Benefits of the Trainings :
1. Enhanced English communication skills: participants will improve their speaking, listening, reading, and writing skills in basic English.
2. Work-related vocabulary usage: participants will learn and appropriately apply fundamental and job-specific vocabulary in professional settings.
3. Increased confidence in communication: the training will help build confidence in using English in both general and workplace situations.
4. Practical application in the workplace: participants will be able to effectively apply their English knowledge in daily tasks and workplace communication.
5. Improved teamwork and collaboration: enhances the ability to work seamlessly in teams, especially in English-speaking environments.
6. Foundation for further development: prepares participants for advanced English learning opportunities, opening doors for career growth and professional development.

- **Mastery of Sales Process and Customer Management**

Objectives : To develop skills for professional sales and service, equipping participants with essential techniques to effectively connect with customers. The course enables participants to apply their acquired knowledge to enhance sales and service strategies, ensuring alignment with customer needs and maximizing business impact for corporate customers.

Goals : To enhance sales and service skills at a professional level by focusing on key techniques to understand and fulfill customer needs. Participants will learn how to apply these techniques appropriately in sales and service interactions, optimizing their ability to meet corporate customer expectations effectively.

Benefits of the Trainings :
1. Develop professional sales and service skills: participants will receive training to enhance essential sales and service competencies to meet professional standards.
2. Learn techniques to connect with customers: gain insights into strategies for understanding and effectively responding to customer needs.
3. Improve communication and negotiation skills: strengthen communication and negotiation abilities to build strong relationships and earn customer trust.
4. Practical application in real-world situations: participants will learn how to apply sales and service techniques effectively within their organizational context.
5. Increase customer satisfaction: enhance service quality to meet customer expectations, fostering long-term loyalty and satisfaction.
6. Gain a competitive advantage: improve the sales and service capabilities of teams, helping the organization stand out in a competitive market.
7. Drive business success: increase opportunities to close deals and generate positive business outcomes, contributing to both revenue growth and long-term customer relationships.

- Team Performance Management

Objectives : To enhance understanding of effective team performance management, providing participants with knowledge of every key process—from strategic planning and clear leadership communication to constructive feedback techniques and team motivation. This training aims to equip participants with the skills necessary to drive their teams toward achieving goals efficiently and sustainably.

Goals : To develop participants' ability to manage team performance effectively by focusing on strategic planning, leadership communication, constructive feedback, and motivation techniques. The training ensures that participants can guide their teams smoothly and productively toward achieving set goals.

Benefits of the Trainings :
1. Understanding team management processes: participants will gain insights into team management strategies, covering planning, communication, and structured team coordination.
2. Enhanced leadership communication: learn effective communication skills to foster clarity and collaboration within the team.
3. Developing feedback skills: understand how to provide constructive feedback that supports team members' growth and strengthens team relationships.
4. Motivating team members: learn techniques to inspire and engage the team, boosting motivation and collective commitment.
5. Effective goal management: gain the ability to set and monitor team goals, ensuring successful outcomes.
6. Enhancing team and organizational performance: strengthen team capabilities, leading to long-term organizational success.

- Hiring for Success for Non-Recruiter

Objectives : The interviewing process is a crucial starting point in recruitment, as selecting the **"right"** candidate significantly impacts the organization's ability to grow and operate effectively.

Goals : To equip managers and business owners who are not directly involved in recruitment with a clear understanding of the hiring process. This training will provide essential skills and techniques in identifying job requirements, attracting talent, conducting interviews, and selecting the most suitable candidates. The goal is to ensure that new hires contribute meaningfully to the organization's long-term success.

Benefits of the Trainings :
1. Enhancing the recruitment process: gain a comprehensive understanding of recruitment processes to create accurate job descriptions and effectively attract top talent.
2. Defining clear job roles: learn how to create precise and comprehensive job descriptions, outlining key responsibilities and required qualifications, leading to more targeted and successful hiring.
3. Strategic planning and goal setting: understand how to use goal-oriented recruitment strategies to proactively identify and engage with the right candidates, while building a talent pipeline for future needs.
4. Developing interviewing skills: learn effective interviewing techniques that enable better candidate assessment, ensuring a strong fit with the team and organization.
5. Efficient candidate selection: improve the ability to screen and evaluate candidates effectively, reducing time and resource consumption while enhancing hiring quality.
6. Attractive job offers: learn how to present job opportunities in a compelling way to attract high-quality candidates, increasing the organization's competitiveness in the job market.

- **Secure Coding for Developer**

Objectives : To enhance secure coding practices and protect against security threats, starting from understanding fundamental software security concepts to implementing best practices throughout the Software Development Life Cycle (SDLC). Participants will develop essential skills to build secure and resilient applications.

Goals : To Understand the role and importance of software security, web applications and enterprise systems, OWASP principles for secure coding, and layered security measures for enhanced protection.

Benefits of the Trainings : Secure Coding is a software development approach designed to resist attacks from malicious actors. Securely developed software is designed, built, and tested to withstand known vulnerabilities and prevent exploitation by common hacking tools and threats. Software without proper security measures can be compromised through various attack methods. Learning Secure Coding principles helps protect applications and sensitive data from breaches and damage, ensuring robust security and resilience against cyber threats.

- **Symphony Excellent Experience**

Objectives : To develop a service-oriented mindset by understanding the true meaning of "customers". An organization has both internal and external customers, and to deliver excellent service to external customers, employees must first cultivate a strong internal service mindset. By fostering a culture of service excellence within the organization, it naturally extends to external customer interactions.

Goals : To ensure a clear understanding of exceptional service, exceeding customer expectations. Participants will also analyze case studies of successful businesses in the service industry as a foundation for aligning a shared vision and commitment to service excellence.

Benefits of the Trainings :
1. Understanding the fundamentals of customer service, a key business strategy for creating differentiation and ensuring customer retention.
2. Developing a professional service-oriented personality, segmenting customers for tailored service, and mastering after-sales service techniques to enhance customer satisfaction.
3. Recognizing customer differences and individual needs, while promoting teamwork to minimize challenges and obstacles in service delivery.
4. Decoding customer care strategies and handling diverse customer groups, including real-life case studies and adherence to Standard Operating Procedures (SOPs).
5. Designing a service experience that creates a lasting impression and effectively manages customer complaints.
6. Implementing proactive service techniques to prevent errors and enhance overall service quality.

4. Performance Management and Performance Evaluation

The Company has a fair and transparent performance evaluation policy, utilizing a Key Performance Indicators (KPIs) system that aligns organizational goals with departmental and individual objectives in accordance with the business plan. Additionally, the Company implements a modern and standardized performance management system to effectively monitor, evaluate, and manage the performance of executives and employees at all levels. The evaluation results are used for continuous employee development, ultimately driving the organization toward achieving its vision and mission sustainably.

In 2024, the Company aims for 100% of employees to have defined KPIs and undergo a comprehensive performance evaluation.
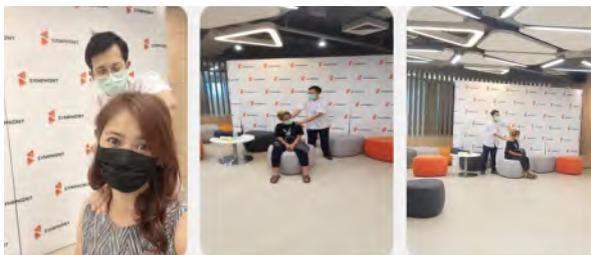
5. Employees' Well-Being Enhancement

Employees are a valuable asset to the organization and a key driver of its success. The Company is committed to enhancing employees' quality of life, ensuring they can work efficiently and live happily.

In 2024, the Company implemented various initiatives under the **"Great Place to Work"** program to improve employees' quality of life, well-being, and overall happiness in both their professional and personal lives. These initiatives include:

•   Provided a safe and hygienic workplace, fostering a positive work environment.

•   Organized activities to encourage employee engagement and relationship-building, allowing employees to connect and strengthen bonds through events such as Townhall meetings, Staff Party, and celebrations for significant occasions like New Year's and Songkran.

•   Hosted wellness massage activities to help employees relax and unwind from work.

•   Collaborated with banks to offer employees special low-interest loans, including housing and personal loans, to help manage financial stability and improve overall financial well-being.
•   Promoted work-life balance, ensuring employees can maintain a healthy balance between their professional and personal lives
•   Recognized and rewarded outstanding employees through various appreciation and incentive programs.

6. Employees' Engagement

Employee engagement is a crucial factor in driving the business toward its strategic goals and direction. Employee participation is built on trust, making it essential to foster trust and motivation among employees. The Company prioritizes enhancing work processes while actively listening to employee feedback and suggestions. One of the most important methods for improving employee management efficiency is conducting employee engagement surveys. These surveys provide clear and direct insights from employees, offering an opportunity to develop strategic plans for enhancing HR management and overall workplace efficiency. To ensure continuous improvement, the company conducts annual employee engagement surveys at least once per year. In 2024, the employee engagement score was **84%**, reflecting a strong connection between employees and the organization.

Number of total employees (Person)	Proportion of employees who completed the Employee Engagement Survey
481	**96%**
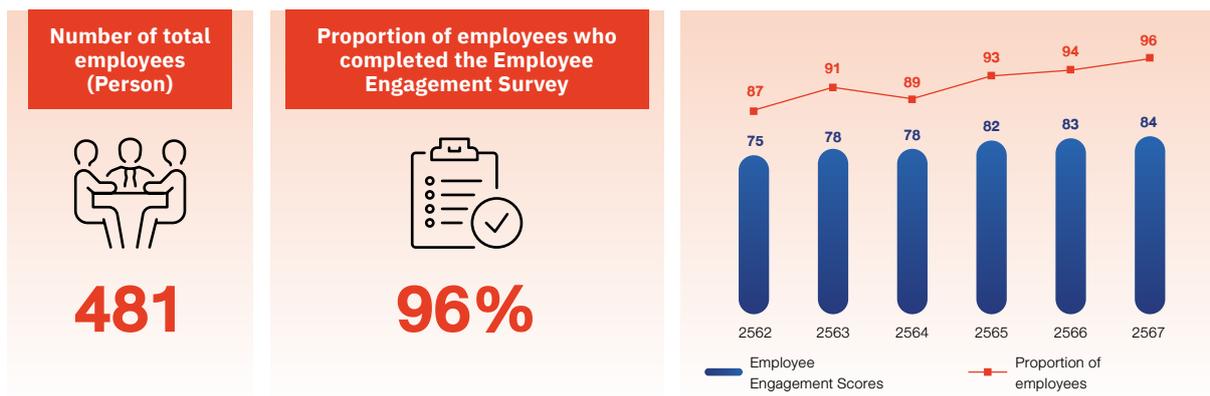
The survey results reflect the Company's commitment to enhancing employee engagement and delivering an **"Excellent Experience"** to its employees.

Safety, Occupational Health and Working Environment

Ensuring the safety, occupational health, and well-being of all employees is a key priority that the Company has continuously upheld. The Company focuses on a preventive approach to safety and occupational health management, with the ultimate goal of achieving **"Zero Accidents"**. This means that every employee should be able to perform their duties successfully without accidents or any losses that could impact on their life, property, family, or the organization.

1. Safety, Occupational Health and Work Environment Policy

The Company is committed to ensuring that its employees and all relevant stakeholders enjoy a good quality of life and a safe working environment under a standardized, efficient, and legally compliant safety, occupational health, and workplace environment management system. To achieve this, the Company has established the **"Safety, Occupational Health, and Work Environment Policy"** as a guideline for operations, ensuring the maintenance of high-quality safety management systems. This policy mandates that safety at work is a responsibility shared by all executives and employees.

(Details about **"Safety, Occupational Health and Work Environment Policy and Practices"** can be found on the Company's website: www.symphony.net.th (Sustainability > Social Dimension > Safety, Occupational Health and Work Environment")

2. Safety, Occupational Health and Work Environment Management Governance

The Company's safety, occupational health, and work environment management is overseen by the Safety, Occupational Health, and Workplace Environment (SHE) Committee. The SHE Committee is chaired by the highest-ranking executive or an appointed representative, ensuring the effective implementation of safety policies and maximizing operational efficiency. By streamlining processes, the Company aims to reduce response times and improve execution, recognizing that safety issues require swift and decisive action. Additionally, the Company has appointed professional safety officers responsible for inspecting, monitoring, and reporting compliance with workplace safety measures to ensure adherence to established protocols.

Performance on Safety, Occupational Health and Work Environment

Managing a Work-Conducive Environment

The Company ensures that the workplace is clean and suitable for work, adhering to legal standards for safety and occupational health. The Company also implements work systems that prioritize safety and hygiene, creating a work environment that promotes well-being and efficiency.
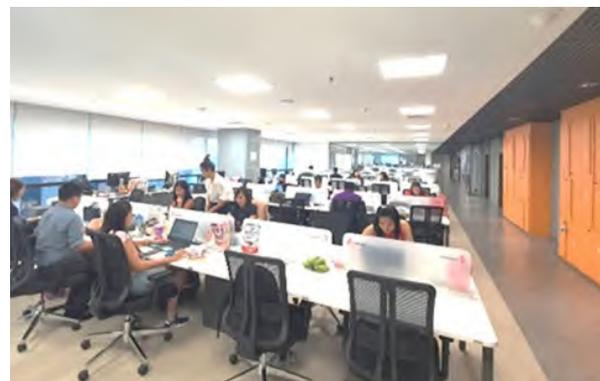
Training in Work Safety

Work safety relies on employees' knowledge, awareness, and adherence to safety protocols. It is essential that all employees understand the risks and potential consequences of work hazards and strictly comply with established occupational health and safety measures.

The Company is committed to continuously enhancing employees' knowledge and awareness of work safety by providing ongoing occupational health and safety training. These training sessions cover general safety knowledge, as well as specific hazards related to job tasks and work conditions, ensuring that employees can perform their duties safely.

In 2024, the Company conducted work safety training for executives and employees as follows:

Trainings	Training Hours	No. of Participant	Executive	Employees from Operation Unit	Employees from Supporting Unit	Contractor
Working on Communication Cables of External Agencies on PEA Utility Poles	12	9	-	9	-	-
Operations on Communication Cables of External Agencies on PEA Utility Poles (Refreshment)	6	18	-	18	-	-
Work Operations on Utility Poles of the MEA (Communication Cable Installation)	12	2	-	2	-	-

Trainings	Training Hours	No. of Participant	Executive	Employees from Operation Unit	Employees from Supporting Unit	Contractor
Work Operations on Utility Poles of the MEA (Communication Cable Installation) for Card Renewal	6	22	-	22	-	-
First Aid and Basic Cardiopulmonary Resuscitation (CPR)	6	36	-	-	36	-
Basic Firefighting	6	51	-	-	51	-

Promoting Occupational Health and Employee Well-being

The Company recognizes that a healthy work environment and employee well-being contribute to overall job satisfaction and productivity. To support this, the Company provides annual health check-ups for all employees, including additional screenings based on job-related risk factors. Moreover, the Company organized various health and wellness activities to encourage employees to prioritize their overall well-being, prevent occupational health issues, and effectively reduce work safety risks. These initiatives were implemented under the **4F Program** (Fin D, Firm D, Feel D, Farm D), which focuses on comprehensive health and well-being promotion across multiple dimensions.

- ## Firm D: Promoting and Maintaining Physical Well-being

1) Building a Protective Shield for the Body (Primary Preventive): Providing influenza vaccinations and raising awareness through education on prevention and management of influenza.

2) Preventing Office Syndrome and Promoting Physical Exercise (Secondary Preventive): Teaching stretching and posture exercises to reduce the risk and prevent Office Syndrome, as well as organizing exercise groups where employees can choose activities based on their preferences or skills, such as Zumba and table tennis.

3) Nutritional Knowledge and Awareness (Secondary Preventive): Encouraging employees to gain knowledge and understanding of nutrition and make practical and sustainable healthy eating choices and providing healthy meal options to boost energy and promote overall well-being among employees.

• Feel D: Promoting and Maintaining Mental and Emotional Well-being

Providing consultation sessions with psychologists via telephone and video calls, as well as organizing the **"Smile with Us"** program to promote mental health awareness and encourage employees to prioritize their own mental well-being and support their colleagues.

Workplace Environment Inspection

The Company conducted workplace environment assessments, including lighting measurements, noise level evaluations, and drinking water quality tests, ensuring compliance with standard regulations. Necessary improvements are made to ensure that employees work in a safe environment that does not pose occupational health risks. For waste generated from environmental adjustments (such as fluorescent bulbs), the Company delivered them to the Chatuchak District Office, Bangkok for proper disposal following environmental safety procedures.

Maintaining Hygiene and Safety Against Epidemics and Illnesses for Employees

The Company prioritizes the health and well-being of employees, recognizing that good health is fostered by a clean, hygienic, and safe environment. To ensure this, the Company has implemented vector control measures, including the elimination of termites, ants, and cockroaches, to maintain a sanitary workplace and prevent infections from disease-carrying pests.

Statistics of Accident, Absence, and Illness Rate from Work

The Company records and analyzes statistics on work accidents and injuries to continuously improve employee safety standards. The details are as follows:

No	Occupational Health and Safety	Year	
		2024	2023
1.	Number of employees as of December 31 (Person)	486	444
2.	Number of Man-Hour (Hour)	910,264	847,792
3.	Number of sickness case from work-related (Case)	0	0
4.	Number of injury case from work-related (Case)	0	0
5.	Number of fatalities from work-related (Person)	0	0
6.	Injury rate from work-related (Injury case/Total man-hours)	0	0
7.	Sickness rate from work-related (Sickness case/Total man-hours)	0	0
8.	Fatality rate from work-related (Fatal case/Total man-hours)	0	0
9.	Lost day rate (Day/Total man-hours)	0	0
10.	Absentee rate (Days / Total days scheduled to be worked by the workforce)	0	0

Remark:
1. Work-related injuries refer to cases where an employee sustains an injury while performing work duties, requiring at least one day off from work, excluding minor injuries that require only first aid treatment.
2. Lost days refer to the number of days an employee is unable to work due to a work-related injury or illness, counted from the day following absence.
3. Absentee refers to the number of days an employee is absent from work for any reason, whether work-related or non-work-related, excluding public holidays and approved leave entitlements.

Promoting Opportunities for People with Disabilities

The Company places great importance on enhancing and improving the quality of life for people with disabilities, ensuring they have equal opportunities for employment. By supporting career opportunities, the Company helps create income stability, self-reliance, and social inclusion, reducing inequality and promoting equal participation in society.

In 2024, the Company complied with Section 35 of the Persons with Disabilities Empowerment Act, B.E. 2550 (2007) by employing visually impaired individuals to provide relaxation massage services for employees. A total of five individuals were hired, consisting of three men and two women, meeting the legal employment ratio of one person with a disability per 100 employees, as required by law

Personal Data and Privacy Protection

The rapid advancement of information technology and communication systems has made it easier, more convenient, and faster to access, collect, use, and disclose personal data. However, this also increases the risk of potential harm to data owners. The Company recognizes the importance of data protection and is committed to responsibly handling and safeguarding personal data that it collects, uses, discloses, and transfers. This applies to all stakeholders, including shareholders, employees, customers, business partners, and suppliers. To ensure transparency and compliance with legal requirements, the Company has established the **"Personal Data Protection Policy and Practices"** in writing, which is publicly available on its website www.symphony.net.th. This policy ensures that the personal data of all stakeholders is protected in accordance with the Personal Data Protection Act B.E. 2562 (2019). The Company has implemented the following personal data protection measures:

1. Appointing the Data Protection Officer (DPO) and a responsible department to oversee personal data protection and compliance.
2. Establishing the PDPA Working Group responsible for developing processes and operational guidelines to ensure compliance with legal requirements.
3. Announcing the Personal Data Protection Policy and related practices to govern data management, supervision, and security in alignment with legal requirements and ensuring effective implementation.
4. Preparing a register of personal data of all departments in order to classify data types and assess risks related to data collection, use, and disclosure, and establishing appropriate control and security measures based on data risk levels.

Promoting Community Safety

The Company is committed to enhancing safety in communities surrounding its operational areas by strictly adhering to laws, regulations, and relevant standards. This includes proactive preparedness and regular inspections of transmission cables and network equipment to ensure that all products and infrastructure are in optimal condition, fully functional, and do not pose risks to the community.

Additionally, the Company actively participates in the Communication Cable Management Project, which has been established through cooperation between the Company, government agencies, regulatory bodies, and other telecom operators, aiming to improve public safety while also enhancing the aesthetics and orderliness of urban and community landscapes.

Participatory Community and Social Development

The community and society are key stakeholders in the Company's business value chain, as they are both affected by the Company's operations and have the potential to impact on the Company in return. Therefore, the Company prioritizes and is committed to conducting business with social and community responsibility, covering various aspects such as ensuring safety and well-being, supporting economic development and improving quality of life, providing opportunities for social engagement and participation, and managing environmental impact. These initiatives aim to foster sustainable growth for both the community and the company, ensuring a relationship built on trust, confidence, and mutual benefits.

The Company has developed community and social responsibility strategies aligned with sustainable development principles and the Sustainable Development Goals (SDGs) of the United Nations. This approach fosters shared value between business and society by building relationships and engaging with multiple stakeholders, leveraging the Company's technology and expertise to implement CSR projects and initiatives in five key areas, which serve as the foundation for sustainable community and social development: education, religion and culture, sports and health promotion, community development, and environmental conservation. Moreover, the Company supports various public benefit activities, such as volunteer programs, charitable donations of funds and goods, to help address social issues, improve communities, and enhance the overall quality of life in a balanced and sustainable manner.

In 2024, the Company continues to implement CSR initiatives that drive sustainable change and development, aligning with rapidly evolving business and social environments. The key activities for the year were as follows:

"SHARING IS CARING: Passing on Farm D (Goodness) for a Happy Community"

The Company organized the **"SHARING IS CARING: Passing on Farm D (Goodness) for a Happy Community"** activity as part of the **"4F"** (Fin D, Firm D, Feel D, Farm D) program, which aims to promote physical, mental, and financial well-being among employees. Additionally, this initiative provided a platform to cultivate kindness and foster a culture of sharing to community and society. Through this initiative, employees were encouraged to donate unused but well-preserved items, including stuffed toys, mugs, and unused or expired cosmetics, to be distributed to various organizations. The program also emphasized resource efficiency and contributed to waste reduction. The donated items from the "SHARING IS CARING: Passing on Farm D (Goodness) for a Happy Community" initiative were distributed as follows:

• **Stuffed toys** were cleaned and packaged with greeting cards before being gifted to children in celebration of Children's Day at Baan Nokkamin Foundation on January 11, 2025.
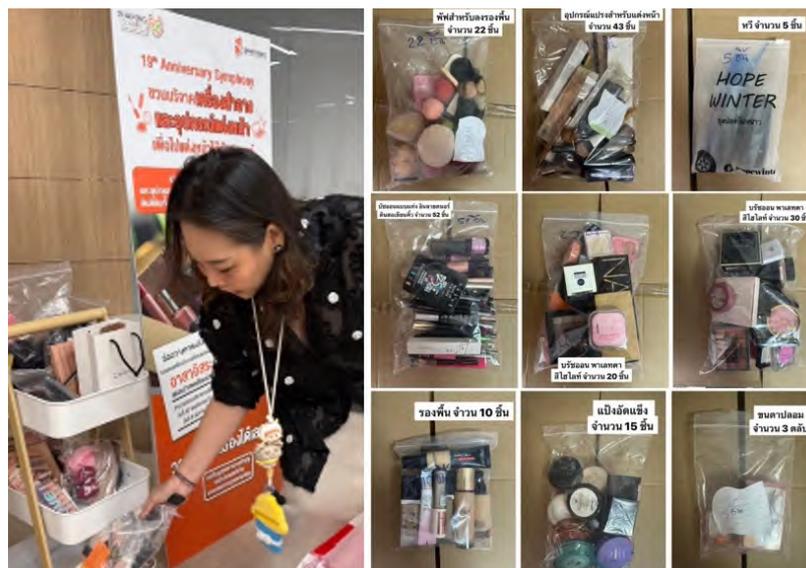

• **Mugs** were cleaned and distributed to children in celebration of Children's Day at U-Hu-Ta School, located on the border of Phop Phra District, Tak Province, on January 6, 2025.

• **Cosmetics and makeup tools** were donated to the Independent Volunteer Group - Free Funeral Makeup, to be used for providing makeup services for the deceased.

SYMPHONY KNOWLEDGE SHARING & SYMPHONY LAB

On November 25, 2024, the Company donated equipment to establish **SYMPHONY LAB** at the Faculty of Engineering, IoT and Information Engineering Department, King Mongkut's Institute of Technology Ladkrabang (KMITL). This initiative aims to provide students with hands-on learning experience and practical training using real equipment. Furthermore, to ensure ongoing support, the Company signed an Academic Collaboration Agreement with the Faculty of Engineering at KMITL. This partnership reflects the Company's commitment to developing high-quality and skilled professionals for the workforce.

RMUTT Cloud Knowledge Sharing: Get Digital-Ready with SYMPHONY

On November, 2024, the Company shared knowledge and experiences in the field of Cloud Computing with the Faculty of Computer Engineering at Rajamangala University of Technology Thanyaburi (RMUTT). The session aimed to explore the latest trends and provide in-depth insights into Cloud Computing, helping students prepare for the digital era workplace.

Fundamental of Cloud Computing and Services Knowledge Sharing

On August 1, 2024, the Company organized a workshop to provide knowledge on Cloud Computing and career development guidance for third-year students from the IoT and Information Engineering Department, Faculty of Engineering, King Mongkut's Institute of Technology Ladkrabang (KMITL). The session was led by Mr. Thanawat Wiwatpanit, Head of Cloud Business Unit, who delivered a lecture on **"Fundamentals of Cloud Computing and Services Knowledge Sharing"**. The event took place at the Faculty of Engineering, KMITL.

Computer and Educational Materials Donation Project in Honor of His Majesty the King

On August 6, 2024, the Company donated computer equipment and educational materials as part of the **"Computer and Educational Materials Donation Project in Honor of His Majesty the King"**, celebrating the auspicious occasion of His Majesty's 6th Cycle Birthday Anniversary on July 28, 2024. The project was organized by the Thai Red Cross Society, the Office of Information Technology and Digital Affairs, and the Office of Red Cross Chapter Administration to demonstrate loyalty and enhance education and information accessibility for students in remote areas. The event was officially opened by Mr. Tej Bunnag, Secretary-General of the Thai Red Cross Society, and was held at the Queen Sirikit Building, National Blood Center, Thai Red Cross Society.

Sharing Kindness to Support Flood Victims

Due to the continuous heavy rainfall in northern Thailand from August to September 2024, severe flash floods, runoff, and landslides occurred in mountainous areas, causing widespread damage to lives and properties. In response, the Company donated funds through the Thai Red Cross Society to support flood victims affected by this disaster.

Economic and Governance Sustainability Management

Corporate Governance

The Company is committed to conducting its business with integrity, ethics, transparency, accountability, and responsibility toward society, the environment, and all stakeholders. These principles are grounded in good corporate governance, serving as a fundamental pillar in building trust among investors and stakeholders, enhancing competitiveness, and fostering sustainable growth.

The Company has established the **"Corporate Governance Policy and Practices"**, which is publicly available on its website at www.symphony.net.th. This policy serves as a guideline for directors, executives, and employees to adhere to, with regular monitoring and evaluation to ensure compliance.

Further details on the Company's corporate governance policy and implementation can be found in Section 2, under the topic "Corporate Governance" of this report.

Compliance with Business Code of Conduct and Anti-Corruption

The Company conducts its business with integrity, ethics, transparency, and fairness, ensuring accountability to both internal and external stakeholders. To uphold these principles, the Company has established the **"Business Code of Conduct"** and the **"Anti-Corruption Policy"**, which align with good corporate governance practices and human rights standards. These policies are publicly available on the Company's website at www.symphony.net.th, serving as a standard for directors, executives, and employees to follow. Additionally, the Company has implemented mechanisms for management oversight and established reporting channels for complaints and whistleblowing related to its business operations.

Further details on the Business Code of Conduct, Anti-Corruption Policy, their implementation, as well as the Company's management mechanisms and whistleblowing channels can be found in Section 2, under the topic "Corporate Governance" of this report.

Risk Management

The Company recognizes the importance of risk management in the face of internal and external factors that may impact its business operations. As a result, the Company has continuously adopted the international standards of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) for risk management, considering it an integral part of all business processes. The Company has reviewed its key enterprise risks, with a particular focus on sustainability-related risks that are strategically significant. These include environmental, social, economic, and corporate governance risks, as well as emerging risks. The Risk Management Unit has classified risks into five categories, composing strategic risk, operational risk, compliance risk, financial risk, and emerging risk. Additionally, the Company has reviewed and refined its enterprise risk management plan to monitor and mitigate these risks effectively.

Further details on the Company's risk management can be found in Section 1 under the topic "Risk Management" of this report.

Customer Relationship Management, Customer Satisfaction and Engagement

In today's highly competitive telecommunications industry, where customer behaviors, expectations, and demands continue to evolve with the rapid shift toward a digital society, customer relationship management and engagement have become top priorities for the Company. Customers are key stakeholders who play a crucial role in driving business growth and long-term sustainability, directly influencing the development of products and services. With this in mind, the Company is committed to ensuring customer confidence in its products and services while striving to deliver the highest level of satisfaction in all aspects. This includes delivering and maintaining best-in class service quality at competitive pricing, providing fast and professional customer service, offering complete, accurate, transparent, and sufficient product and service information to support customer decision-making, and developing customized products and services tailored to meet the unique expectations and needs of each customer. This approach supports business growth while delivering an Excellent Experience, in alignment with the Company's mission.

To ensure efficient customer relation management, the Company has structured its sales team into different business units based on customer segments. This enables the Company to analyze and respond effectively to the specific needs of each business sector, provide close customer care, maintain strong relationships with existing customers, and expand its customer base. Additionally, this strategy helps strengthen the "SYMPHONY" brand, reinforcing customer confidence in its high-quality services and excellence for maximum customer satisfaction.

Moreover, the Company has established a Network Operation Center (NOC) to oversee, monitor, and provide consultation on problem-solving strategies, as well as handle customer complaints and coordinate resolutions. The NOC operates 24/7, ensuring uninterrupted support and assistance for all customers.

In addition to its commitment to delivering and maintaining best-in class service quality, the Company places great importance on building, managing, and maintaining strong relationships with its customers. This includes customer engagement through business activities, knowledge-sharing sessions, training seminars, and various recreational events, which are conducted continuously throughout the three service stages: before, during, and after service delivery. At the same time, the Company actively listens to, collects, and analyzes customer needs, concerns, expectations, and feedback, both positive and negative, about its services. This information is gathered through various communication and complaint-handling channels, both offline and online, including direct conversations with sales representatives, customer service phone support, emails and online messages, the company's complaint submission system via the website, and customer satisfaction surveys. The collected insights are then analyzed to guide the enhancement and development of services, ensuring that the company meets the needs of both existing and new customers more effectively.

Troop Visit

The Company organized the **"Troop Visit"** activity, where executives and the sales team visited customers and presented souvenirs during festivals and special occasions. This initiative aimed to express gratitude to customers for their continued trust in the Company's services. Additionally, the visits provided an opportunity to engage in conversations, exchange information about products and services, and gather customer feedback, needs, and suggestions to further enhance the company's offerings.

กิจกรรม Thank You Party

The Company organized the **"Thank You Party"** to express appreciation to its customers for their continuous trust and support in the company's services.

Symphony Box Office

The Company organized the **"Symphony Box Office"** event, inviting customers to exclusive screenings of blockbuster movies as a token of appreciation for their trust and continued support in the Company's services. The sales team warmly welcomed customers and engaged in friendly conversations throughout the event.

Seminar on "Personal Data Protection"

The Company organized a seminar on **"Personal Data Protection"** for RFT Electric Train Company Limited to enhance knowledge and understanding of the Personal Data Protection Act (PDPA). The seminar aimed to raise awareness among participants about the proper management, access, and use of personal data in compliance with legal regulations.

Seminar on Strengthening Cyber Defenses

The Company, in collaboration with Sophos Thailand, a leading expert in next-generation cybersecurity solutions, organized a seminar titled **"Breaking through Threat Protection"**. This event was designed for customers in Amata Nakorn Industrial Estate and surrounding areas in Chonburi Province, aiming to share knowledge and insights on effectively combating cybersecurity threats.

ASCO's Business Solutions Symposium 2024

The Company, in collaboration with the Association of Thai Securities Companies (ASCO) and business partners, including Fortinet, Nokia Thailand, Veeam Software Thailand, and Telehouse Thailand, organized the ASCO's Business Solutions Symposium 2024. During the event, the Company delivered presentations and showcased its solutions to securities business clients.

SYMPHONY Cyber Defense: Elevate Your Fortinet Expertise

The Company, in collaboration with Fortinet Thailand, organized a seminar titled **"SYMPHONY Cyber Defense: Elevate Your Fortinet Expertise"** for customers in the hospitality sector. The seminar focused on enhancing customer knowledge and understanding of cybersecurity threats, which have become increasingly dangerous in today's digital landscape. These threats pose significant risks to computer systems, networks, and electronic data, potentially causing severe damage to organizations.

Customer Personal Data Protection

The rapid advancement of information technology and communication systems has made it easier, more convenient, and faster to access, collect, use, and disclose personal data. However, this also increases the risk of potential harm to data owners. Recognizing the importance of data protection, the Company has reviewed and announced its Personal Data Protection Policy to establish clear guidelines for safeguarding customer data. Additionally, strict monitoring, prevention, and security measures are in place to ensure the protection of customer information. In 2024, the Company recorded zero incidents of privacy breaches, data leaks, or customer data loss.

Customer Satisfaction Survey

To ensure continuous improvement in customer relationship management, the Company conducts an annual customer satisfaction survey. In 2024, the Company assigned an external agency to evaluate the success of its strategic plans and operations to achieve maximum customer satisfaction. The evaluation process follows nationally and internationally recognized methods and criteria.

The Company's customer satisfaction survey is conducted through multiple assessment channels, including telephone, online platforms, and email (CSAT). The survey assesses key aspects related to customer relationship management, such as network quality, circuit installation and service delivery after-sales service and issue resolution, presentation and problem-solving techniques used by sales staff, Company products and services, payment methods, customer relationship, and the Company's overall image.

The results of the 2024 customer satisfaction survey revealed that customer satisfaction with the Company's services reached **93%**, surpassing the figures from 2023 and 2022, which stood at 92% and 91% respectively. Customers were particularly satisfied with circuit installation and service delivery, network quality, payment methods, and sales staff's problem-solving techniques. As for areas requiring improvement, no specific concerns were identified. Nevertheless, to maintain excellence in service standards, the Company will continue to enhance customer relationship management, corporate image, product and service development, after-sales service and issue resolution. These efforts aim to deliver excellent customer experience and create long-term value for customers.

Supply Chain Management

Suppliers are essential stakeholders and a critical factor in the Company's business success. As a telecommunications service provider, the Company offers high-speed communication circuits through its fiber-optic network, as well as ICT and digital solutions. These services require fiber-optic cables, network equipment, system devices, and various software solutions sourced from multiple suppliers. Recognizing this, the Company places great importance on supply chain management with a strong commitment to social responsibility, environmental sustainability, and good corporate governance at every stage. This approach enhances both cost management efficiency and the timely delivery of products and services. Effective supply chain management helps mitigate risks related to costs, service continuity, service standards and quality, and corporate reputation. Additionally, it fosters collaboration between the Company and its suppliers, driving value creation and enabling sustainable growth together.

The Company is committed to treating its suppliers equitably, considering mutual benefits and fostering long-term relationships. To uphold these principles, the Company has established practical guidelines for treating suppliers within its Business Code of Conduct and has also implemented the **"Procurement Policy and Practices"** to ensure that procurement processes adhere to high standards of fairness and transparency. These measures are designed to maintain the Company's business competitiveness, operational standards, and sustainable supplier relationships.

The Company strictly adheres to its Business Code of Conduct, practical guidelines for treating suppliers, and Procurement Policy, ensuring that only suppliers, who meet established standards, are included in the Approved Vendor List. Before making purchases, price comparisons are conducted, and suppliers are evaluated using internationally recognized and auditable criteria. Moreover, the Company upholds a zero-tolerance policy toward corruption, prohibiting bribery, extortion, embezzlement, or any related misconduct. Suppliers are also strictly prohibited from offering or accepting bribes, gifts, or personal benefits in any form to or from Company employees. To promote sustainable supplier relationships, the Company actively communicates and encourages suppliers to comply with its **"Supplier Code of Conduct"**. The Company avoids business transactions with suppliers involved in human rights violations, intellectual property infringements, unlawful activities, or unethical and immoral conduct.

(Further details about **"Procurement Policy and Practices"** and **"Supplier Code of Conduct"** can be found on the Company's website: www.symphony.net.th (Sustainability > Economic Dimension > Supply Chain Management).

In 2024, the Company established criteria for categorizing key suppliers into two groups, which are key suppliers that conduct business directly with the Company (Critical Tier 1 Suppliers) and key suppliers that do not conduct business directly with the Company (Critical Non-Tier 1 Suppliers). The classification is based on the following criteria:
*   High volume suppliers: suppliers whose total purchase value accounts for 80% of the Company's total procurement value for the year.
*   Monopoly suppliers: suppliers that provide critical components for business operations or are sole-source suppliers with no easy replacement options.
*   Non-substitutable suppliers: suppliers that are irreplaceable and essential for business continuity.

The Company conducted an analysis to identify and quantify these supplier groups, enabling effective risk assessment and strategic supplier management. As part of the supply chain, the Company has a total of 459 Tier 1 suppliers that engage in ongoing business transactions. Based on the analysis, 24 suppliers have been classified as Critical Tier 1 Suppliers and 25 suppliers have been classified as Critical Non-Tier 1 Suppliers.

The quality of products and supplier performance has a direct impact, both positive and negative, on the Company and its stakeholders in terms of economic, environmental, and safety aspects, including the protection of life and property. Additionally, without a robust monitoring process, the Company could unintentionally contribute to human rights violations among supplier workforces. Effective supplier management and sustainability assessments play a crucial role in mitigating

risks and reducing social and environmental impacts within the supply chain, both in the short and long term. These measures also help enhance the Company's operational efficiency and ensure that only high-quality suppliers are selected for long-term growth and collaboration. The Company has established a comprehensive supplier sustainability assessment, covering economic, social, environmental, and corporate governance aspects. It is mandatory for all key direct suppliers and new suppliers to undergo risk assessments related to both economic and sustainability factors.

The Company actively collaborates with its suppliers to enhance mutual capabilities and expertise. As part of this effort, the Company has developed training, seminars, and knowledge-sharing programs across multiple channels, both online and offline. These programs are designed for individuals, teams, and executive groups, covering short-term and long-term learning in areas where the Company has specialized expertise. The training covers a wide range of topics, including customer needs, market trends, solutions and technical skills, safe and standardized installation practices, after-sales service, and maintenance. These programs are tailored for service providers, product owners, and contractors to improve their skills and performance. Beyond training, the Company collaborates with suppliers on product, service, and solution development, working together to create added value and co-develop innovations. These joint efforts benefit all stakeholders, enhance business opportunities, and deliver greater value to end customers and users. Additionally, this cooperation may contribute to social development and the reduction of environmental impacts.

The Company places great importance on the occupational health and safety of its suppliers, particularly contractors who perform work within the Company's operational areas. To ensure compliance with safety standards, the Company communicates its Occupational Health and Safety Policy and relevant safety guidelines to contractors through briefing sessions. Additionally, contractors are required to strictly adhere to labor laws and workplace safety regulations. The responsibility for contractor supervision and compliance lies with the Company's project managers overseeing the respective projects. In the event of a serious injury resulting in work stoppage, contractors must immediately notify the Company.

In 2024, the Company conducted a **Workplace Safety Training Program for its contractors** and subcontractors, with 30 contractors participating. As a result of these measures, no contractor employees experienced work-related injuries leading to work stoppages or fatalities over the past year.

Data and Information System Security and Cybersecurity

The Company places great importance on information security, data protection, and cybersecurity management. To safeguard its information assets, the Company has implemented security mechanisms to prevent damage, ensure compliance with business requirements and regulations, and establish guidelines for personnel and relevant agencies. These measures help prevent data loss, unauthorized disclosure, and improper data manipulation for personal gain. The Company's information security framework is built upon three key principles:

1. **Confidentiality** means information assets must be accessible only to authorized individuals
2. **Integrity** means information assets must be accurate and complete
3. **Availability** means information assets must be accessible when necessary for appropriate use

To enforce these principles, the Company has established the data classification policy that guides directors, executives, and employees in properly handling and protecting confidential information, especially sensitive data related to the Company and its stakeholders. Additionally, the Company has developed policies, strategies, and guidelines for information security and cybersecurity management, ensuring alignment with legal requirements and good corporate governance practices. These measures include preventive, detection, and response plans to mitigate threats systematically while ensuring business continuity.

Moreover, all data users are required to comply strictly with security policies and usage regulations. Employees receive training on security measures, including awareness programs on information security, fundamental cybersecurity knowledge, and emerging cyber threats. This ensures that executives and employees can monitor, prevent, and respond to cyberattacks effectively while using IT systems securely. In the past year, the Company conducted ISO Awareness Training for employees, covering information security awareness, cybersecurity best practices under ISO 27001, and other relevant standards that the company adheres to.

Framework for managing information security and cybersecurity, and risk management

The Company's management approach and risk management in relation to information security and cybersecurity complies with the Cybersecurity Act B.E. 2562 (2019) and international standards, such as ISO 27001 Information Security Management System (ISMS). Oversight is provided by the Information Security Management Committee (ISO Committee), which consists of senior executives, and a working group responsible for implementation of the information security management system.

In terms of risk management, the Company has defined the scope and methods for risk assessment, system vulnerability analysis, and the development of response strategies to address cyber threats across all areas exposed to cybersecurity risks. These measures serve as controls to mitigate risks associated with IT infrastructure, including network systems, hardware and software, data, and operational systems. The Company's approach includes system configuration, access control, user privilege management, and continuous system modernization to enhance performance and efficiency. These efforts ensure that the Company can effectively manage risks, control potential impacts on the organization, and maintain business opportunities at an appropriate level.

Implementation of Information Security, IT System Security, and Cybersecurity

The Company has analyzed and enhanced its systems and infrastructure security in accordance with information security and cybersecurity standards. Regular testing, assessment, and security audits of hardware and software are conducted to ensure their safety and reliability. Additionally, the Company has strengthened its capabilities and response times to cybersecurity threats. Furthermore, the Company has implemented data backup measures to protect against data breaches, cyberattacks, and unforeseen incidents that may affect critical company data. To ensure preparedness, emergency response drills are also conducted to effectively manage and mitigate potential cybersecurity incidents.

Business Innovation Development

The Company recognizes the importance of business innovation in creating value and sustainable competitive advantages. It is committed to developing innovations through collaborations with reputable business partners across various industries, fostering mutual learning and co-creation of new products and services that effectively meet customer needs. Besides, the Company continuously enhances service quality to improve customer satisfaction and operational efficiency.

The Company has established a clear vision for promoting innovation, focusing on leveraging innovation to create economic value while delivering social and environmental benefits. This approach aligns with the Company's strategy to enhance its competitive edge. The Company firmly believes that sustainable innovation is key to stable business growth, enabling it to adapt swiftly to technological advancements and evolving customer demands.

The Company recognizes that innovation in the digital era cannot be achieved solely through internal efforts. Therefore, it has adopted the Open Innovation approach, which fosters collaboration among employees, business partners, academic institutions, and external experts to drive new innovations. This approach enables the Company to swiftly adapt to technological changes and evolving consumer behaviors while generating economic, social, and environmental benefits. Key initiatives under this framework include:

- Strategically partnering with leading technology companies to develop new products and services that cater to customer needs, focusing on enhanced digital efficiency, energy reduction, carbon footprint minimization, and cybersecurity improvements. The Company partnered with Hewlett Packard Enterprise (HPE) to introduced HPE GreenLake, an enterprise Cloud solution that offers speed, flexibility, and security, empowering corporate clients to compete more effectively in the digital era, as well as partnering with Fortinet Thailand, a global leader in cybersecurity solutions, to develop and deliver managed cybersecurity services for enterprise customers.

- Collaborating with educational institutions to share knowledge and expertise, by providing hands-on training with telecommunication equipment. This initiative aims to develop skilled professionals for the telecom industry and drive service innovation.

- Organizing seminars and training sessions to facilitate knowledge sharing between employees and external experts. This initiative helps employees apply new insights to their work processes, fostering the creation of innovations that enhance operational efficiency.