

# Business Sustainability Development

## Policy and Goals of Sustainable Management

Symphony Communication Public Company Limited believes that inclusive growth with stakeholders constitutes a fundamental foundation for creating long-term value and sustainability for the organization. The Company is therefore committed to conducting its business in accordance with sustainable development principles, taking into comprehensive consideration the environmental, social, and governance (ESG) dimensions. The Company places the highest importance on conducting business with integrity, fairness, transparency, and accountability under the good corporate governance principles, alongside environmental stewardship, social responsibility, and due consideration of impacts on stakeholders throughout the value chain. The ultimate goal is to create shared value and achieve sustainable growth together with all stakeholder groups.

To reflect this commitment, the Company has established a “**Sustainable Development Policy**” encompassing environmental, social, and governance dimensions as a guiding framework for its business operations. All corporate activities and operations are required to align with this policy and strive to deliver sustainable outcomes across three dimensions: economic and governance, social, and environmental. The Company has defined key practices and operational frameworks in each dimension as follows:

- **Environmental Dimension:** The Company conducts its business with comprehensive consideration of environmental impacts, taking into account both positive and negative environmental aspects in decision-making and business activities. The Company recognizes the significance of climate change and appropriately manages related risks and opportunities. Emphasis is placed on enhancing energy efficiency, optimizing resource utilization, and managing waste to maximize value and minimize environmental impact.
- **Social Dimension:** The Company operates with due responsibility toward society and all stakeholder groups. It places importance on respecting human rights, ensuring fair labor practices, continuously developing personnel capabilities, promoting a culture of safety, and fostering a positive working environment. The Company also engages in strengthening surrounding communities and society and prioritizes the protection of personal data and privacy of all stakeholder groups.
- **Economic and Governance Dimension:** The Company conducts business with integrity and transparency in accordance with the good corporate governance principles. It strictly complies with applicable laws, rules, and regulations, and opposes all forms of fraud and corruption. The Company emphasizes information security and cybersecurity, supports business innovation, manages the supply chain responsibly, maintains strong customer relationships, and upholds responsibility for the quality of products and services delivered to customers.

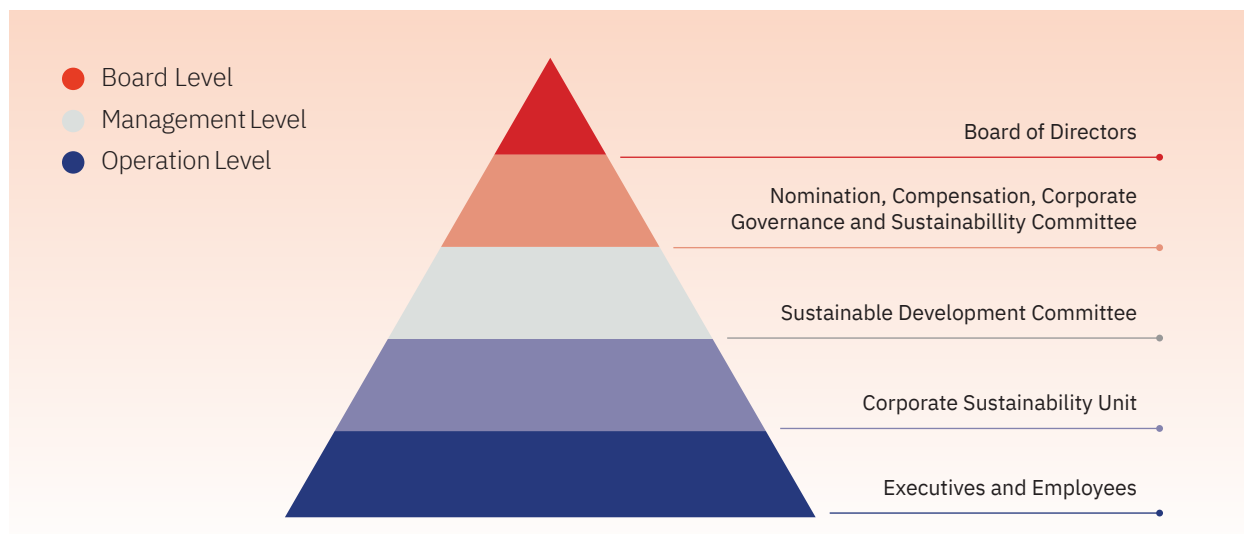


Details about the “**Sustainable Development Policy**” are available on the Company’s website: [www.symphony.net.th](http://www.symphony.net.th) under the menu: “Sustainability” >> “Sustainability at A Glance” >> “Sustainable Development Policy and Framework” or <https://www.symphony.net.th/storage/document/cg/sustainable-development-policy-en.pdf>

Such practices and operational frameworks aim to promote peaceful and quality coexistence within society, create sustainable value for all stakeholder groups, and support the achievement of Sustainable Development Goals (SDGs) of the United Nations. The Company focuses on eight key goals that are directly relevant to its business operations and consistently aligned with the organization’s material sustainability issues and objectives.



## Sustainable Development Governance Structure



The Board of Directors places the highest importance on the participation of all sectors within the organization in driving the Company’s sustainable development initiatives. Accordingly, the Company has established a clear governance structure for sustainability management, providing opportunities for the Board of Directors, executives at all levels, and all employees to participate and play active roles in advancing the organization’s sustainable development. This approach also enhances awareness and fosters a strong corporate culture conducive to achieving tangible sustainability outcomes.

**The Board of Directors** plays a key role in defining the Company’s High Purpose, vision, mission, policies, frameworks, and overall direction for sustainable development. The Board is also responsible for considering and approving sustainability-related goals, key performance indicators, strategies, and management approaches that comprehensively address environmental, social, and governance dimensions, as well as the Company’s material sustainability issues.

To support the effective discharge of the Board’s duties, the Board has assigned **the Nomination, Compensation, Corporate Governance and Sustainability Committee** to review the Sustainable Development Policy, goals, strategies, frameworks, and material sustainability issues, and to provide recommendations, oversight, and monitoring of sustainability performance in accordance with the Policy and frameworks established by the Board. The Committee also oversees the reporting and disclosure of sustainability performance to ensure that such disclosures are accurate, complete, and aligned with relevant rules and standards.

In addition, the Company has established **the Sustainable Development Committee** comprising the Chief Executive Officer and executives at the Head level from various divisions and departments. An executive director, acting as a representative of the Board of Directors, serves as Chairperson of the Sustainable Development Committee. The Sustainable Development Committee is responsible for formulating, reviewing, and proposing improvements to sustainable development policy and practices; assessing, prioritizing, and reviewing the Company’s material sustainability issues; defining strategies, key performance indicators, targets, and management approaches for such issues; and promoting the integration of sustainability strategies into the Company’s overall business strategy and plans. The Sustainable Development Committee shall regularly report progress and performance results to the Nomination, Compensation, Corporate Governance and Sustainability Committee and the Board of Directors.

To ensure that sustainability principles are effectively embedded into the corporate culture and day-to-day operations, supported by clear communication and continuous development, the Company has established a **Corporate Sustainability Unit**. This unit is responsible for developing operational plans aligned with the Company’s sustainable development policy, practices and strategies, coordinating with **the heads of divisions and business units** to cascade and communicate policy and action plans to **employees**, who play important roles in implementing the action plans to achieve established targets. The Corporate Sustainability Unit also monitors and evaluates sustainability performance across the organization, reports progress to the Sustainable Development Committee on a regular basis and communicates and discloses sustainability information to stakeholders consistently.

## Management of Impacts on Stakeholders in the Business Value Chain

### Business Value Chain



Value Chain	Activities	Stakeholders
<b>Excellent Exploration</b>	Study and develop a comprehensive understanding of the market, customer behavior and needs, as well as the expectations of communities and society, through the systematic collection, analysis, and processing of data from diverse sources. Such analysis encompasses the business environment, economic and financial conditions, industry landscape, market and competitive dynamics, technological advancements, and significant emerging trends at the global, regional, and national levels. This approach enables the Company to gain insight into customers’ genuine needs and supports informed decision-making, strategic formulation, and operational execution that comprehensively, effectively, and appropriately address customer requirements.	<ul style="list-style-type: none"> <li>• Customers</li> <li>• Trade Competitors</li> <li>• Government Authorities/Regulators</li> <li>• Communities/Society</li> </ul>
<b>Excellent Selection</b>	Seek and select quality resources and sources of funding, including the recruitment and employment of personnel, the selection of suppliers, and the establishment of responsible collaborations with business partners, through fair, transparent, and auditable processes. Such practices aim to support the achievement of strategic objectives and to strengthen the Company’s capacity for continuous and sustainable growth.	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Suppliers</li> <li>• Business Partners</li> <li>• Creditors (Financial Institutes)</li> </ul>

Value Chain	Activities	Stakeholders
<b>Excellent Development</b>	Manage the business in a fair and transparent manner under the of good corporate governance principles, strictly complying with all applicable laws, rules, and regulations. The Company is committed to creating and developing products and services that effectively meet customers' needs and genuinely deliver value to all stakeholders. In doing so, the Company places emphasis on responsible service delivery, due regard for community safety, and the mitigation of any potential adverse impacts on society and the environment.	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Customers</li> <li>• Suppliers</li> <li>• Business Partners</li> <li>• Government Authorities/Regulators</li> <li>• Communities/Society</li> </ul>
<b>Excellent Engagement</b>	Foster strong relationships and promote active engagement with all stakeholder groups to effectively respond to their needs and expectations, while jointly creating shared value and achieving stable and sustainable growth together.	<ul style="list-style-type: none"> <li>• Employees</li> <li>• Customers</li> <li>• Suppliers</li> <li>• Business Partners</li> <li>• Shareholders/Investors</li> <li>• Creditors</li> <li>• Government Authorities/Regulators</li> <li>• Communities/Society</li> </ul>

## Analysis of Stakeholders in the Business Value Chain

The Company places the utmost importance on the engagement of all stakeholder groups, firmly believing that strong relationships built on trust, together with stakeholders' views and recommendations, constitute valuable resources and play a vital role in achieving its objective of being a responsible corporate citizen that grows sustainably. Effective stakeholder engagement also enables the Company to appropriately respond to stakeholders' needs and expectations, mitigate risks that may affect its reputation, business opportunities, and business continuity, and deliver comprehensive benefits and value to all stakeholder groups. Accordingly, the Company emphasizes regular and continuous communication and interaction with stakeholders to foster mutual understanding on matters of interest, as well as to receive feedback and suggestions for systematic and appropriate integration into the Company's decision-making, strategic formulation, and business planning processes.

The Company has classified its stakeholders into nine principal groups, taking into consideration the level of involvement in its business operations, the sustainability impacts of stakeholders on the Company, and the impacts of the Company's operations on each stakeholder group. These groups comprise customers, employees, business partners, suppliers, shareholders and investors, government authorities and regulators, creditors, trade competitors, as well as communities and society. The Company further categorizes stakeholders into internal stakeholders, namely employees, and external stakeholders, namely customers, business partners, suppliers, shareholders and investors, government authorities and regulators, creditors, trade competitors, as well as communities and society.


In 2025, the Company systematically reviewed its stakeholder engagement approaches and processes, and identified and prioritized key stakeholder groups that are material and closely connected to its business operations across the value chain. The information obtained is utilized in planning and establishing appropriate engagement strategies, as well as in effectively addressing stakeholders' expectations and material issues. In prioritizing stakeholders, the Company considers the level of impact it has on stakeholders across various dimensions, economic, social, environmental, and human rights, together with the level of impact or influence stakeholders have on the Company. Stakeholders are ranked from the highest to lower levels of significance, clearly reflecting those groups that play a critical role in the Company's business operations and long-term sustainability.





The Company has established a stakeholder engagement policies and practical guidelines to systematically promote engagement with all stakeholder groups. Such engagement aims to assess the impacts experienced by each stakeholder group, both actual and potential future impacts, as well as their concerns and expectations, through various channels and methods at least once a year. The Company then analyzes stakeholders’ expectations, needs, concerns, and feedback in order to manage and appropriately respond to the needs and expectations of all stakeholder groups.


## Engagement with Stakeholders

In 2025, the Company conducted surveys of the needs and expectations of its stakeholder groups in relation to the Company’s operations, employing various methods deemed appropriate for each respective stakeholder group. The results of these surveys, covering stakeholders’ needs, expectations, and concerns, were analyzed and utilized to formulate appropriate responses. The forms of communication and responses to stakeholders’ expectations vary according to each stakeholder group, as detailed below:

Stakeholders	Communication/ Engagement Channels	Stakeholders’ Interests/ Expectation	Response to Stakeholders’ Interests/ Expectation
<b>Employees</b> 	<ul style="list-style-type: none"> <li>Employee Engagement Survey</li> <li>Town Hall Meeting</li> <li>Communication of information through various channels, such as email and LINE Official Account (LINE OA)</li> <li>Meetings</li> <li>Training/Seminars</li> <li>Channels for suggestions, complaints, and whistleblowing</li> <li>Survey of perspectives and expectations of employee representatives to be incorporated into the formulation or improvement of the Company’s operational plan</li> </ul>	<ul style="list-style-type: none"> <li>Fair and appropriate, compensation and benefits</li> <li>Career opportunities and advancement</li> <li>Effective and equitable performance appraisal system</li> <li>Income security</li> <li>Positive, hygienic, and safe working environment</li> <li>Work–life balance</li> <li>Good quality of life and happiness at work</li> <li>Support for continuous development of capabilities, skills, and knowledge</li> <li>Fair and equal treatment</li> <li>Respect for employees’ personal rights and privacy</li> <li>Access to information regarding the Company’s strategy, direction, and operating results</li> <li>Opportunities to be heard and to participate in expressing opinions</li> <li>Safe channels for submitting suggestions and lodging complaints</li> </ul>	<ul style="list-style-type: none"> <li>Establish the Company’s regulations, policies, and human resources practices in compliance with labor laws and other applicable local laws and regulations.</li> <li>Provide appropriate remuneration and benefits.</li> <li>Respect human rights, promote diversity, and ensure fair and equitable treatment of employees.</li> <li>Encourage the continuous development of employees’ capabilities, knowledge, and skills.</li> <li>Promote employees’ quality of life and ensure their physical and mental well-being.</li> <li>Enhance occupational health and safety by maintaining a clean and suitable working environment</li> <li>Provide secure channels for submitting suggestions and lodging complaints.</li> <li>Organize recreational activities, as well as activities to strengthen relationships and engagement between employees and the Company.</li> </ul>

Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/ Expectation
<p><b>Customers</b></p> 	<ul style="list-style-type: none"> <li>• Customer feedback and satisfaction surveys</li> <li>• Meetings/Customer visits</li> <li>• Various communication channels, such as email, telephone, website, letters, and social media</li> <li>• Channels for suggestions, complaints, and whistleblowing</li> <li>• Customer relationship initiatives on various occasions and marketing activities</li> <li>• Surveys of perspectives and expectations of customer representatives to be incorporated into the formulation or improvement of the Company's operational plans</li> </ul>	<ul style="list-style-type: none"> <li>• Service quality, efficiency, reliability, and security</li> <li>• Comprehensive service coverage</li> <li>• Digital solutions services that effectively meet all requirements</li> <li>• Fair and reasonable pricing</li> <li>• Clear and accurate communication of information</li> <li>• Provision of information, recommendations, or advice with knowledge, expertise, and responsibility</li> <li>• Timely delivery of products and services in accordance with agreed timeframes</li> <li>• High-quality after-sales service, with prompt and attentive responses to issues or complaints</li> <li>• Protection of customer data and confidentiality of business information</li> <li>• Convenient and easily accessible communication channels</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously expand and enhance network efficiency.</li> <li>• Develop and deliver comprehensive digital solution innovations capable of meeting all customer requirements.</li> <li>• Provide service excellence, ensure timely delivery, and fulfill agreed commitments.</li> <li>• Build confidence in service delivery, security management, personal data protection, and business continuity under internationally recognized standards, such as ISO 20000-1, CSA-STAR, ISO 27001, and ISO 22301.</li> <li>• Continuously manage and strengthen customer relationships.</li> <li>• Regularly conduct customer satisfaction surveys.</li> </ul>
<p><b>Business Partners</b></p> 	<ul style="list-style-type: none"> <li>• Business cooperation agreements/contracts</li> <li>• Joint meetings with business partners</li> <li>• Inviting business partners to participate in the Company's activities</li> <li>• Co-organizing activities, such as training/seminars and CSR activities</li> <li>• Various communication channels, such as website, telephone, email, letters, and social media</li> <li>• Channels for receiving complaints and whistleblowing reports</li> <li>• Surveys of perspectives and expectations of representatives of business partners, to be incorporated into the formulation or improvement of the Company's operational plans</li> </ul>	<ul style="list-style-type: none"> <li>• Reputation, credibility, transparency, and good corporate governance</li> <li>• Creation of shared value and mutual business benefits</li> <li>• Exchange of knowledge to enhance business improvement and innovation in new products and services</li> <li>• Timely support in the event of issues or challenges</li> <li>• Trust, collaboration, and long-term business partnership</li> <li>• Protection of business confidentiality</li> <li>• Business growth and continuity</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with the Business Code of Conduct.</li> <li>• Enter into transparent and fair cooperation agreements.</li> <li>• Review and exchange views to initiate and develop value-creating products and services.</li> <li>• Safeguard the confidential information of business partners.</li> <li>• Communicate effectively.</li> <li>• Provide timely assistance in resolving issues that may arise.</li> </ul>

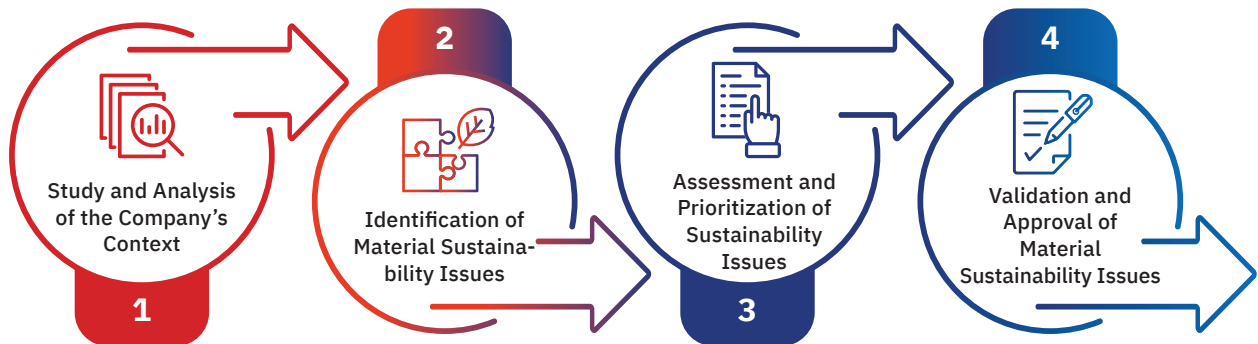
Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/ Expectation
<p><b>Suppliers</b></p> 	<ul style="list-style-type: none"> <li>• Joint meetings with suppliers</li> <li>• Supplier Code of Conduct</li> <li>• Co-organizing activities, such as training / seminars</li> <li>• Various communication channels, such as website, telephone, email, letters, and social media</li> <li>• Channels for receiving complaints and whistleblowing reports</li> <li>• Surveys of perspectives and expectations of representatives of supplier groups, to be incorporated into the formulation or improvement of the Company's operational plans</li> </ul>	<ul style="list-style-type: none"> <li>• Reputation, credibility, and good corporate governance</li> <li>• Fair and equitable treatment</li> <li>• Fair and transparent supplier selection and procurement policy and procedures</li> <li>• Compliance with agreed terms and conditions, without taking advantage of suppliers</li> <li>• Continuity of purchase orders</li> <li>• Collaboration and long-term relationships</li> <li>• Prioritization of suppliers' occupational health and safety</li> <li>• Support for and development of suppliers to promote good practices and achieve sustainable growth together</li> </ul>	<ul style="list-style-type: none"> <li>• Establish policies, guidelines, and procurement procedures that are transparent, equitable, and fair, and regularly review and improve procurement processes and communication methods to achieve mutual objectives.</li> <li>• Comply with applicable laws and regulations, as well as the Company's Business Code of Conduct and Procurement Policy.</li> <li>• Prepare and communicate the Supplier Code of Conduct to ensure that suppliers acknowledge and adhere to it, and apply it in alignment with the Company's operating policies.</li> <li>• Conduct supplier feedback surveys.</li> <li>• Implement supplier development programs, such as training initiatives.</li> <li>• Monitor and promptly address any issues that may arise.</li> </ul>
<p><b>Government Authorities/ Regulators</b></p> 	<ul style="list-style-type: none"> <li>• Accurate and complete reporting of operating results within the prescribed timeframe</li> <li>• Participation in and support of activities, operations, or projects organized by government authorities/regulatory bodies</li> <li>• Courtesy visits and meetings on various occasions</li> <li>• Participation in working committees</li> <li>• Attendance at meetings and seminars to exchange views</li> <li>• Various communication channels, such as website, telephone, email, letters, and social media</li> </ul>	<ul style="list-style-type: none"> <li>• Strict compliance with applicable laws, rules, and regulations</li> <li>• Accurate, complete, and transparent disclosure of operational information</li> <li>• Cooperation with and support for policies, activities, or projects initiated by government authorities</li> <li>• Good corporate governance</li> <li>• Responsibility toward communities, society, and the environment</li> <li>• Value creation for the economy, communities, and society</li> </ul>	<ul style="list-style-type: none"> <li>• Strictly comply with applicable laws, rules, and regulations.</li> <li>• Conduct business with transparency in adherence to the good corporate governance principles.</li> <li>• Prepare reports and disclose information in accordance with the criteria prescribed by regulatory authorities.</li> <li>• Continuously support and participate in projects organized by government authorities.</li> </ul>

Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/ Expectation
<b>Creditors</b> 	<ul style="list-style-type: none"> <li>• Meetings and discussions with relevant executives and employees</li> <li>• Various communication channels, such as telephone, email, letters, website, and social media</li> <li>• Channels for receiving complaints and whistleblowing reports</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and full repayment of debt obligations</li> <li>• Financial strength</li> <li>• Maintenance of liquidity and debt-servicing capability</li> <li>• Operating performance and business growth</li> <li>• Reputation, credibility, and good corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>• Repay debts in accordance with the agreed schedule.</li> <li>• Strictly comply with the terms and conditions of agreements with creditors.</li> <li>• Report financial information in a transparent, accurate, complete, timely, and consistent manner.</li> <li>• Implement effective risk management practices.</li> </ul>
<b>Shareholders/ Investors</b> 	<ul style="list-style-type: none"> <li>• Annual General Meeting of Shareholders</li> <li>• Various communication channels, such as website, email, telephone, and social media</li> <li>• Disclosure of material information through the Stock Exchange of Thailand's channels</li> <li>• Investor relations activities, such as Opportunity Day, analyst meetings, and quarterly investor briefings</li> <li>• Annual Registration Statement/Annual Report (Form 56-1 One Report)</li> <li>• Invitation for shareholders to propose meeting agenda items and nominate candidates</li> <li>• Channels for submitting suggestions, complaints, and whistleblowing reports</li> <li>• Surveys of perspectives and expectations of representatives of shareholder groups, to be incorporated into the formulation or improvement of the Company's operational plans</li> </ul>	<ul style="list-style-type: none"> <li>• Business growth and strong operating performance</li> <li>• Consistent dividend payments</li> <li>• Continuous business expansion</li> <li>• Appreciation in share value</li> <li>• Respect for shareholders' rights and equitable treatment</li> <li>• Transparency in business operations and good corporate governance</li> <li>• Accurate, complete, and timely disclosure of information through diverse and easily accessible channels</li> <li>• Effective risk management</li> <li>• Innovation development to enhance the Company's operational efficiency</li> <li>• Business operations that take into account environmental, social, and governance (ESG) considerations</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with the guidelines and regulations of relevant regulatory authorities.</li> <li>• Conduct business in accordance with the good corporate governance principles.</li> <li>• Seek opportunities and assess investment feasibility to drive growth.</li> <li>• Disclose material information accurately and completely in accordance with the criteria prescribed by regulatory authorities.</li> <li>• Implement effective risk management practices.</li> </ul>

Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/ Expectation
<p><b>Trade Competitors</b></p> 	<ul style="list-style-type: none"> <li>• Industry-related meetings and discussions</li> <li>• Collaboration in carrying out tasks in response to requests from government authorities/regulatory bodies</li> <li>• Various communication channels, such as website, and social media.</li> </ul>	<ul style="list-style-type: none"> <li>• Fair and lawful competition</li> <li>• Ethical business conduct and the observance of proper business etiquette between parties</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct business with integrity and ethical standards.</li> <li>• Comply with applicable laws and regulations.</li> <li>• Cooperate in activities that are beneficial to communities and society.</li> </ul>
<p><b>Communities/ Society</b></p> 	<ul style="list-style-type: none"> <li>• Corporate Social Responsibility (CSR) activities</li> <li>• Participation in community activities</li> <li>• Various communication channels, such as website, telephone, email, letters, and online social media</li> <li>• Channels for receiving complaints and whistleblowing reports</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible and sound management with due care to minimize potential social and environmental impacts arising from the Company's operations</li> <li>• Activities that benefit communities, society, and the environment</li> <li>• Promotion of careers, income generation, and economic growth within communities</li> <li>• Provision of assistance to communities and society during various crisis situations</li> <li>• Application of the Company's knowledge, skills, and expertise to support community development</li> <li>• Facilitation of access to information technology</li> <li>• Participation in enhancing economic development and improving the quality of life of people in communities and society</li> </ul>	<ul style="list-style-type: none"> <li>• Strictly comply with applicable laws and regulations.</li> <li>• Supervise and control network equipment installation processes to ensure that all relevant parties operate in accordance with established procedures and that no adverse impacts are caused to the communities in which operations are conducted.</li> <li>• Assess the potential impacts of business operations on communities, society, and the environment.</li> <li>• Learn, understand, and listen to feedback from communities, and respond appropriately and effectively.</li> <li>• Support and participate in social and public benefit activities.</li> <li>• Foster awareness and promote a corporate culture of social responsibility and environmental stewardship.</li> </ul>

# Materiality

## Process for Identifying and Assessing Material Sustainability Issues



### 1. Study and Analysis of the Company's Context

The Company conducts a comprehensive study and analysis of its sustainability context by considering both internal and external factors, together with monitoring global and regional trends, industry directions and sustainability trends, key issues of companies within the same industry, as well as issues identified in relevant sustainability standards and assessment frameworks, including global concerns. This approach enables the Company to systematically identify opportunities, risks, and potential impacts arising from its business operations in a comprehensive manner.

### 2. Identification of Material Sustainability Issues

The Company compiles and identifies sustainability issues by analyzing the perspectives, expectations, interests, and concerns of all stakeholder groups, both internal and external, across the entire value chain. This is undertaken in conjunction with consideration of global and industry trends, past events, current and emerging risk factors that may pose impacts or create opportunities for business operations, as well as human rights issues. The information obtained is then analyzed to identify material issues that have both positive and negative impacts on the Company's sustainability, and such issues are categorized into environmental, social, and economic and governance dimensions.

In 2025, the Company conducted a review of its material sustainability issues by referencing the material issues identified in 2023. Based on the review, the Company determined that there were no changes to its material sustainability issues, with a total of 20 material issues remaining, consistent with those identified in 2023.

## Summary of Material Sustainability Issues



### Economy & Governance Dimension

1. Corporate Governance
2. Risk Management
3. Economy Development
4. Customer Relation Management
5. Supply Chain Management
6. Innovation Development
7. Cybersecurity
8. Strategic Partnership
9. Network and Solution Development

### Social Dimension

10. Labor Treatment
11. Human Capital Management
12. Safety, Occupation Health and Work Environment
13. Privacy Protection
14. Human Rights
15. Digital Wellness
16. Community Safety
17. Community Development

### Environmental Dimension

18. Environment Preservation
19. Climate Change
20. Waste and Hazardous Waste Management

## 3. Assessment and Prioritization of Sustainability Issues

The Company has subjected the identified and categorized sustainability issues to an assessment and prioritization process, referencing the principles of the GRI Universal Standards in conjunction with the Double Materiality and Multi-Stakeholder Approaches. This process is designed to provide a comprehensive view of the impacts arising from business operations, encompassing both positive and negative impacts on stakeholders, society, and the environment (Outward Impact), as well as impacts on the Company's business operations (Inward Impact) in terms of financial performance and long-term value creation.

The assessment process was conducted through interviews and online surveys with external stakeholders, selected using purposive sampling, as well as online surveys with internal stakeholders. The information obtained from stakeholders was analyzed using a scoring methodology, evaluating both the severity and likelihood of impacts on the Company and on stakeholders.

Subsequently, the Company developed a Materiality Matrix to prioritize sustainability issues. The vertical axis (Y-axis) represents the significance of environmental, social, and governance (ESG) impacts on stakeholders, while the horizontal axis (X-axis) represents the significance of ESG impacts on the Company's business operations.

The Company classifies the level of materiality of sustainability issues into three categories:

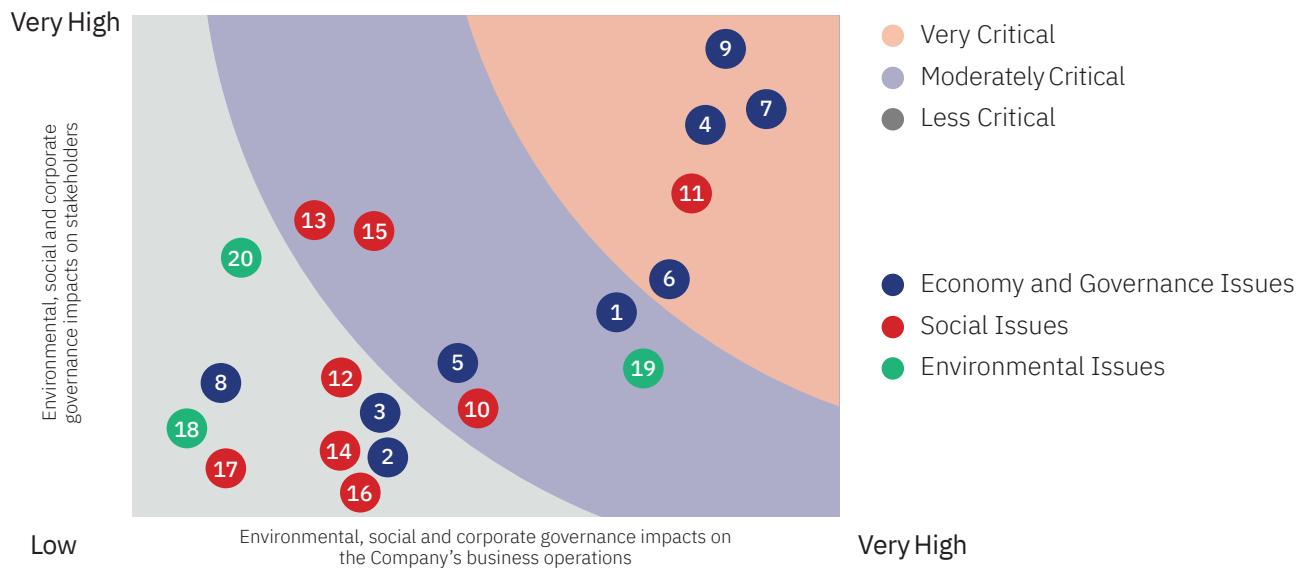
- Very critical issues refer to issues that have significant impacts on the Company's sustainability and strategic objectives.
- Moderately critical issues refer to issues that have impacts requiring appropriate management, though not at a critical level.
- Less critical issues refer to issues with limited impacts that can be managed through normal operational processes.

In addition, the Company has conducted human rights impact assessments covering impacts on stakeholders arising from the Company’s own operations as well as from the operations of entities with which the Company has business relationships, such as suppliers and business partners. This assessment encompasses key activities throughout the value chain, addressing both actual and potential future impacts, to ensure that sustainability issues are managed prudently, transparently, and in alignment with the good corporate governance principles.

### Results of the Assessment and Prioritization of Sustainability Issues

In 2025, the Company assessed and prioritized all 20 identified sustainability issues in accordance with the established methodology. The results classified the issues into three levels: five critical materiality issues, six moderately critical materiality issues, and nine less critical materiality issues.

The Company recognizes that all sustainability issues are interconnected with human rights considerations affecting stakeholders in various dimensions. Accordingly, human rights have not been designated as a separate standalone issue. Instead, human rights risk assessments have been integrated into all sustainability issues, with comprehensive risk management approaches and mitigation measures established to address potential impacts on stakeholders.



Very Critical Issues
9. Network and Solution Development
7. Cybersecurity
4. Customer Relation Management
6. Innovation Development
11. Human Capital Management

Moderately Critical Issues
1. Corporate Governance
5. Supply Chain Management
10. Labor Treatment
13. Privacy Protection
15. Digital Wellness
19. Climate Change

Less Critical Issues
2. Risk Management
3. Economy Development
8. Strategic Partnership
14. Human Rights
12. Safety, Occupational Health and Work Environment
16. Community Safety
17. Community Development
18. Environmental Preservation
20. Waste and Hazardous Waste Management

#### 4. Validation and Approval of Material Sustainability Issues

The Company presented the results of the assessment and prioritization of sustainability issues to the Chief Executive Officer for review to ensure alignment of such material issues with the Company's business context, strategy, and long-term objectives, prior to formulating strategies and management approaches for sustainability issues across various dimensions and assigning relevant units to implement them in a concrete manner.

In this regard, the Nomination, Compensation, Corporate Governance and Sustainability Committee is responsible for reviewing and endorsing the Company's material sustainability issues, including related strategies and management approaches, before submitting them to the Board of Directors for consideration and approval, to ensure that sustainability operations are aligned with the Company's business direction.

The material sustainability issues for 2025 were reviewed by the Sustainable Development Committee and the Chief Executive Officer, and were subsequently endorsed by the Nomination, Compensation, Corporate Governance and Sustainability Committee prior to being proposed to the Board of Directors for consideration and approval.



For very critical issues, namely network and solution development, customer relationship management, cybersecurity, and human capital development, the Company has integrated these matters into its business strategy and operational plans, which were approved by the Board of Directors. These issues have also been translated into performance indicators at the corporate, divisional, and departmental levels, and are linked to the annual performance evaluations of relevant executives and employees, in order to drive sustainability performance in a tangible and continuous manner.



# Targets, Strategies, and Management Approaches for Material Sustainability Issues

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
<p><b>Network and Solution Development</b></p>	<ul style="list-style-type: none"> <li> <b>Application of Intelligent Network and Advanced Technologies:</b> <ul style="list-style-type: none"> <li>- Strengthen and enhance the robustness, intelligence, stability, and security of the network infrastructure through the application of advanced intelligent network technologies to improve management efficiency and ensure continuous service readiness. The Company also adopts energy-efficient practices, alternative energy sources, and environmentally friendly technologies in network management to reduce resource consumption, lower greenhouse gas emissions, and minimize environmental impacts.</li> <li>- Leverage advanced technologies, such as Artificial Intelligence (AI) and green technologies, in the development and enhancement of products and services to deliver innovative, comprehensive, and flexible solutions that effectively respond to customers' needs.</li> </ul> </li> <li> <b>Promotion of Innovation Development:</b> Place emphasis on continuous research, study, and development of innovation to enhance and expand new digital solution offerings in response to rapidly evolving market trends and customer demands. The Company focuses on improving usability, flexibility, security, and value creation for customers, both in the present and the future.                 </li> <li> <b>Development of a Business Partner Ecosystem:</b> Promote and expand collaborations with strategic partners across various sectors and industries possessing specialized expertise to jointly develop, design, and deliver new digital solutions through a co-creation approach. This enhances competitiveness, broadens the diversity of solutions, and comprehensively addresses enterprise customers' needs, while supporting long-term sustainable growth for all parties.                 </li> </ul>	<ul style="list-style-type: none"> <li>                     Maintain service continuity and stability, with performance measured by a Mean Time to Repair (MTTR) of not exceeding 3 hours.                 </li> <li>                     Continuously develop and deliver comprehensive network and digital solutions, as reflected by the number and diversity of services capable of addressing market demands and the needs of enterprise customers.                 </li> <li>                     Introduce new digital solutions that enhance energy efficiency, reduce greenhouse gas emissions, or support customers' sustainable business operations.                 </li> <li>                     Achieve consistent and stable revenue growth from connectivity and digital solution services, as measured by the overall revenue growth derived from such services.                 </li> </ul>	   

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
	<ul style="list-style-type: none"> <li>• <b>Continuous Development of Human Capital Capabilities:</b> Continuously enhance employees' knowledge, skills, and capabilities in technology and digital domains, such as Artificial Intelligence (AI), Data Analytics, and Green Technology, to strengthen organizational capabilities, increase readiness for network and solution development and expansion, and support innovation and sustainable growth.</li> <li>• <b>Recruitment and Attraction of Technology and Digital Talent:</b> Develop flexible and hybrid recruitment approaches aligned with modern work and lifestyle trends, utilizing technology and digital platforms to engage candidates throughout the recruitment, interview, and assessment processes. This ensures the selection of candidates suited to job requirements, team dynamics, and corporate culture. The Company also leverages online channels to enhance employer branding and broaden awareness to attract high-potential young talent. In addition, collaborations with leading domestic educational institutions are established to organize corporate introduction activities and provide opportunities for students with specialized expertise, such as AI and Data Analytics, to join the Company and contribute to business growth and the development of new digital solutions.</li> </ul>		




Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
<p><b>Cybersecurity</b></p>	<ul style="list-style-type: none"> <li>• <b>Cybersecurity Governance Structure:</b> Establish a clear cybersecurity and information security governance structure covering all levels of the organization, from the Board of Directors to executive management and operational levels. Roles, duties, and responsibilities are systematically defined, with mechanisms in place for control, monitoring, and continuous performance reporting to ensure effective, transparent governance aligned with the Company's strategies and objectives.</li> <li>• <b>Cybersecurity Policies, Procedures, and Standards:</b> Develop cybersecurity and information security policies, procedures, and measures in alignment with internationally recognized standards, such as ISO/IEC 27001:2022 and the NIST Cybersecurity Framework, as well as applicable laws and regulatory requirements. These are enforced across all business units throughout the organization to establish a systematic and effective framework for cyber risk management.</li> <li>• <b>Strengthening Capabilities in Cyber Threat Prevention and Detection:</b> Continuously enhance the effectiveness of cyber threat prevention and detection systems through investment in advanced cybersecurity technologies, solutions, and tools. This aims to improve capabilities in monitoring, detecting, analyzing, and responding to threats in a timely manner, thereby mitigating risks and minimizing potential impacts on critical systems, infrastructure, and information assets.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance cybersecurity resilience to safeguard the business value chain, strengthen stakeholder confidence, and support the long-term continuity and stability of business operations.</li> <li>• No severe cybersecurity incidents occur that result in the leakage of critical information or cause disruption to business operations.</li> <li>• No cybersecurity incidents that could adversely affect the safety, confidence, or trust of stakeholders.</li> <li>• Full compliance with applicable laws, regulations, and requirements of relevant regulatory authorities concerning cybersecurity, with no violations.</li> <li>• No complaints are received from stakeholders relating to data security, privacy protection, or cyberattacks</li> <li>• Maintain the readiness and effectiveness of cybersecurity systems and measures in alignment with international standards and recognized best practices on a continuous basis.</li> </ul>	<p>Response to UNSDGs</p>  




Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
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- Enhancing Preparedness and Resilience Against Cyber Incidents:** Establish and continuously develop a Cyber Crisis Management Plan, a Business Continuity Plan (BCP), and a Disaster Recovery Plan (DRP), including a structured emergency communication plan. These plans are regularly reviewed and tested to ensure effectiveness. In addition, the Company maintains backup systems for critical operational platforms to preserve service continuity, integrity, and readiness in delivering services to customers under all circumstances.
- Fostering a Cybersecurity-Oriented Organizational Culture:** Continuously cultivate and reinforce a culture of cybersecurity and information security awareness by promoting knowledge, understanding, and awareness among executives and employees at all levels, as well as relevant stakeholders and external parties. This is achieved through training programs, communications, and awareness campaigns in various formats, ensuring that cybersecurity becomes an integral part of operational practices and the Company's organizational culture on a sustainable basis.
- Development of a Cybersecurity Business Partner Ecosystem:** Expand collaboration with business partners, experts, and cybersecurity technology providers to jointly conduct research and development, exchange knowledge, and advance new innovations and solutions. Such collaboration will enhance the system's capability to address rapidly evolving risks and threats, while creating added value and sustainable business opportunities over the long term.

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
<p><b>Customer Relations Management</b></p>	<ul style="list-style-type: none"> <li> <b>Business Strategy Transformation toward Becoming a Digital Partner:</b> Transition the Company's business model from a connectivity infrastructure provider to a Digital Partner capable of delivering comprehensive digital solutions aligned with the strategic objectives and needs of enterprise customers. Emphasis is placed on creating added value, ensuring flexibility in utilization, and maintaining readiness to adapt to technological advancements and evolving business environments over the long term.         </li> <li> <b>Enhancing Customer Engagement and Responsiveness to Customer Needs:</b> <ul style="list-style-type: none"> <li>- Adopt a customer-centric approach at every stage, from design and development to service delivery, to ensure that the specific needs of each customer are addressed precisely and effectively.</li> <li>- Continuously deliver excellent customer experiences that exceed expectations by leveraging technology and innovation to enhance service quality and standards across all stages of the customer journey—before, during, and after sales.</li> <li>- Utilize Data Analytics tools to gain deep insights into customers' needs, behaviors, and expectations, enabling the delivery of products and services that are appropriate, efficient, and aligned with customers' business contexts.</li> <li>- Place importance on listening to customers' feedback and suggestions in order to continuously improve service quality and refine marketing strategies.</li> <li>- Regularly conduct customer satisfaction surveys to evaluate performance, identify areas for improvement, and respond to customers' needs in a timely and appropriate manner.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Aspire to become the number one trusted partner of choice among enterprise customers.</li> <li>Effectively retain the existing customer base by maintaining the customer churn rate and contract termination rate at a low level.</li> <li>Achieve a customer satisfaction rate of not less than 95 percent.</li> <li>No complaints arise regarding service quality, or that any complaints received are managed effectively without adversely affecting customer confidence and trust.</li> </ul>	<p>Response to UNSDGs</p>  

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
	<ul style="list-style-type: none"> <li>• <b>Building Trust and Fostering Long-Term Relationships:</b> <ul style="list-style-type: none"> <li>- Place emphasis on communicating accurate, complete, clear, and transparent information at every stage of service delivery through diverse and easily accessible communication channels, in order to enhance customers' understanding and confidence.</li> <li>- Strictly manage and protect customers' personal data and confidential information in compliance with applicable laws, regulations, and relevant standards, while continuously strengthening cybersecurity measures to reinforce confidence in the use of the Company's services.</li> <li>- Promote strategic collaboration with customers through regular meetings, information exchanges, and relationship-building activities to strengthen mutual understanding, trust, and long-term partnership.</li> <li>- Conduct business with responsibility toward society and the environment, alongside efforts to minimize operational impacts, in order to create shared value among the Company, its customers, and society at large.</li> </ul> </li> <li>• <b>Fostering a Customer-Centric Organizational Culture:</b> <ul style="list-style-type: none"> <li>- Instill corporate values and a service-oriented mindset that emphasize attentiveness, readiness to assist customers, and the prompt, efficient, and professional resolution of issues.</li> <li>- Support the continuous development of employees' knowledge, skills, and competencies through various training and learning programs to enhance their readiness in delivering customer service and managing customer relationships sustainably over the long term.</li> </ul> </li> </ul>		

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
<p><b>Innovation Development</b></p> <ul style="list-style-type: none"> <li> <p><b>Development of a Business Partner Ecosystem:</b> Strengthen and expand collaborations with strategic partners across various sectors, including technology enterprises, academic institutions, and specialized experts, to facilitate the exchange of knowledge, experience, and best practices in innovation and technology. The Company also seeks to jointly explore, research, develop, and design innovative digital solutions capable of generating economic value while taking into account positive social and environmental impacts, thereby supporting the long-term sustainable growth of all sectors involved.</p> </li> <li> <p><b>Support for Sandbox Initiatives and New Technology Testing:</b> Promote the establishment of sandbox environments for the testing, evaluation, and development of new technologies, innovations, and digital solutions prior to their practical implementation in operational processes, organizational management, and the development of commercially viable digital products and services. This approach enhances the efficiency and quality of products and services, increases organizational agility in responding to market changes, and addresses the evolving needs, usage patterns, and behaviors of enterprise customers on a continuous basis.</p> </li> <li> <p><b>Promotion of an Innovation-Driven Corporate Culture and Human Capital Development:</b> Place emphasis on cultivating a corporate culture that supports innovative thinking, creativity, and lifelong learning. The Company is committed to enhancing the capabilities of employees at all levels through a variety of initiatives, such as knowledge-sharing programs, brainstorming sessions, case study learning, and the provision of spaces that enable employees to experiment with new ideas and approaches. In addition, the Company supports employees' participation in training programs and seminars on innovation, technology, and digital transformation, both internally and externally, to strengthen their skills, knowledge, and readiness to continuously drive innovation. This approach contributes to long-term value creation and sustainable organizational growth.</p> </li> </ul>	<p>• Leverage innovation as a core mechanism for generating new revenue streams, enhancing value, and expanding business opportunities, while creating positive social and environmental impacts. This will be measured by the number of new digital products or solutions developed and commercially launched, as well as the proportion of revenue derived from new products and services, or from services enhanced through innovation, relative to the Company's total revenue.</p> <ul style="list-style-type: none"> <li>Develop and introduce new digital services or solutions that enhance energy efficiency, reduce greenhouse gas emissions, or support the sustainable business operations of enterprise customers.</li> <li>Support the achievement of Net Zero greenhouse gas emissions by 2050 through innovation in network development, the utilization of renewable energy, and the development of digital services that contribute to carbon reduction both within the organization and throughout the value chain.</li> </ul>	   	

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
Human Capital Development	<ul style="list-style-type: none"> <li>• <b>Promotion of a Learning Culture:</b> Place importance on fostering and embedding a continuous learning culture within the organization, emphasizing that employees at all levels recognize the significance of self-development from the commencement of their employment. The Company encourages employees to consistently enhance their skills, knowledge, and capabilities to support career advancement, while preparing them to align with the Company's business direction and to adapt to rapid technological changes and challenges in the digital era.</li> <li>• <b>Talent and Readiness Assessment:</b> Conduct systematic assessments of employees' potential and readiness (Talent Assessment) and utilize the results as key inputs for development planning, talent management, and the retention of high-potential employees. Such individuals play a critical role in ensuring business continuity and supporting the Company's long-term sustainable growth.</li> <li>• <b>Systematic Human Capital Development Aligned with Corporate Strategy:</b> Establish structured development plans to enhance employees' skills and knowledge in alignment with the specific requirements of each function and position level, linking such development to the Company's direction, strategies, and business objectives. Human capital development encompasses skills across all dimensions, including functional skills related to job responsibilities, technical skills, and soft skills for effective interpersonal interaction. This is undertaken alongside the promotion of awareness, understanding, and adherence to ethical principles and codes of conduct in the performance of duties.</li> <li>• <b>Holistic Employee Care:</b> Strive to create a comprehensive employee experience and quality of life, encompassing physical, mental, financial, and social well-being. The Company places importance on safety, occupational health, and a working environment conducive to efficiency and creativity, while fostering an open, friendly, and collaborative corporate culture. This approach aims to achieve sustainable recognition as a Great Place to Work.</li> </ul>	<ul style="list-style-type: none"> <li>• Employee engagement score of not less than 80 percent.</li> <li>• Regrettable loss rate of high-potential employees with more than one year of service not exceeding 5 percent of total employees</li> <li>• Employee participation rate in activities promoting positive employee experience and holistic well-being of not less than 30 percent.</li> </ul>	  

# Environmental Sustainability Management

## Environmental Policy and Guidelines

The Company recognizes that its business operations may give rise to both direct and indirect environmental impacts. Accordingly, it is committed to conducting its business on the basis of environmental responsibility across all operational processes. Emphasis is placed on managing internal processes that may affect the environment, while giving due consideration to both internal and external stakeholders in a comprehensive manner.

The Company has established objectives to reduce and mitigate environmental impacts arising from its operations, alongside fostering awareness and continuously promoting knowledge and understanding among employees regarding environmental conservation, natural resource management, and energy efficiency. This approach aims to extend positive outcomes toward more efficient resource utilization and the long-term reduction of the Company's greenhouse gas emissions.

In this regard, the Company conducts its business with strict adherence to applicable environmental laws, regulations, and relevant standards. Regular assessments, monitoring, and reviews of environmental performance and impacts are undertaken, and appropriate and timely measures are implemented to address any potential environmental impact resulting from the Company's operations. This supports sustainable business practices and demonstrates responsibility toward society as a whole.



Details about the “**Environmental Management Policy**” are available on the Company's website: [www.symphony.net.th](http://www.symphony.net.th) under the menu: “Corporate Governance” >> “Company Policies” or <https://www.symphony.net.th/storage/document/cg/environmental-management-policy-en.pdf>

## Environmental Operating Results

### 1. Efficient Energy Management

Energy consumption constitutes a critical component of the Company's business operations, particularly electricity used for managing network equipment and supporting office operations. The Company therefore places strong emphasis on maximizing energy efficiency while minimizing environmental impact. A target has been established to increase the proportion of renewable energy derived from solar power to no less than 20 percent of all projects in which such systems are installed.

In 2024, the Company initiated the Solar Cell Small Site Project at the Muang Khom operational site as a pilot project for the adoption of renewable energy to support organizational operations. The project aimed to increase the proportion of clean energy consumption, reduce reliance on conventional electricity sources, mitigate greenhouse gas emissions contributing to global warming, and create long-term business value. Subsequently, in 2025, the Company analyzed the operational results, performance data, and lessons learned from the pilot project to support its consideration of expanding solar power generation systems to additional operational sites, including Phra Nakhon Si Ayutthaya Province, with the objective of enhancing overall energy efficiency and concretely supporting the organization's greenhouse gas reduction targets.

The performance results of renewable energy utilization at each site are summarized as follows:

- **MuangKhom Site (Pilot Project):** Renewable energy generated accounted for 21.14 percent of total electricity consumption.
- **Phra Nakhon Si Ayutthaya Province Site:** Completed installation in October 2025, renewable energy generated accounted for 32.93 percent of electricity consumption during the first two months of operation.

These results demonstrate the value and potential for expanding renewable energy utilization to other operational sites of the Company and represent a key mechanism for mitigating long-term energy cost risks and reducing greenhouse gas emissions. The Company has achieved a renewable energy utilization rate of no less than 20 percent per installation site, in alignment with its organizational energy management objectives.



In addition, the Company has continuously implemented energy efficiency improvement measures within its offices to support the reduction of operating costs and environmental impact. Such measures include upgrading equipment and electrical appliances to energy-efficient models, such as replacing all lighting with LED bulbs, installing high-efficiency air-conditioning units, and conducting regular maintenance, including cleaning condensing units and air filters to ensure optimal system performance.



Concurrently, the Company has promoted employee participation in energy conservation through various awareness campaigns, such as turning off lights and unplugging electrical equipment when not in use, utilizing resources efficiently, and fostering energy conservation awareness as part of the organizational culture.

As a result of these commitments and continuous measures, in 2025 the Company successfully reduced electricity consumption at its headquarters by 20 percent and decreased electricity expenses by 21 percent compared to the previous year. This reflects the tangible effectiveness of its energy management measures and the cooperation of personnel throughout the organization.

## 2. Water Management

The Company operates as a provider of telecommunications infrastructure and digital solutions. The nature of its business does not rely on water resources as a primary factor in service delivery. The Company's water consumption is limited solely to domestic use within its office premises, and there is no use of water in any production process or core business operations.

In addition, the Company does not own office buildings but leases office space for its operations. Water supply charges are included in the rental fees, resulting in minimal water consumption and no direct impact on local water resources. The Company does not face water-related issues, risks, or water stress.

Nevertheless, the Company recognizes the importance of water as a finite natural resource essential to human life and ecosystems. Accordingly, it promotes and encourages employees at all levels to cultivate awareness of responsible and efficient water use, both within the workplace and in their daily lives, through internal communications and the fostering of responsible resource utilization behaviors.

## 3. Waste Management

The Company recognizes that waste poses significant environmental and social impacts. Accordingly, it places importance on the systematic and responsible management of waste generated from its business operations. The Company applies the 3Rs principles—Reduce, Reuse, and Recycle—to minimize the volume of waste requiring final disposal, whether through landfill or incineration, thereby mitigating long-term environmental impacts.

With respect to electronic waste and hazardous waste, such as fiber optic cables, network equipment, information technology equipment, and batteries, the Company ensures proper management in accordance with relevant standards, giving priority to community safety and environmental impact reduction.

In 2025, the Company implemented key projects and activities related to waste management as follows:

- **Battery Management & IoT at Site Facility**

The Company has enhanced its network backup power system to support power outage situations and high electricity load conditions by replacing lead-acid batteries with lithium batteries, which offer higher efficiency, greater durability, and a longer service life. This transition has improved the overall energy efficiency of the organization, reduced the frequency of battery replacement, lowered long-term operating costs, and minimized hazardous waste, thereby contributing positively to sustainable environmental management.

In Phase 1, the Company replaced a total of 129 battery units with lithium batteries and plans to continue expanding this initiative in subsequent phases to further enhance network stability, improve energy efficiency, and reduce long-term environmental impact.



- **IT Asset & Laptop Destruction**

The Company systematically and responsibly manages end-of-life information technology equipment, particularly computers and data storage devices, to prevent the risk of data leakage while minimizing the environmental impact of electronic waste.

In 2025, the Company destroyed a total of 58 end-of-life IT equipment items through a certified external service provider.

- **Data Safe Management Project**

The Company screens documents that have reached the end of their designated retention periods and properly and securely destroys those no longer required. In 2025, a total of 252 boxes of documents were destroyed through a certified external service provider.

- **Waste Management and Circular Economy Projects and Collaborations**

The Company has implemented waste management initiatives and promoted circular economy principles through collaboration with specialized partners. These initiatives are divided into three main projects as follows:

- 1) **SYMPHONY Circular Project: Together for Zero Waste**

The Company collaborated with Wastebuy Delivery Co., Ltd. to manage recyclable waste from its offices through systematic waste separation and the proper return of recyclable materials into the recycling process. The collaboration also included knowledge support and employee awareness programs on appropriate waste segregation.

The implementation of this project reduced the volume of waste sent for final disposal, decreased the consumption of new resources, and reduced greenhouse gas emissions from office operations. In addition to waste management, the collaboration included educational activities to enhance employees' understanding of waste separation, efficient resource utilization, and the environmental impacts of waste.



In 2025, the Company returned recyclable waste to the recycling process and achieved a cumulative reduction of 1.72 tCO<sub>2</sub>e, equivalent to planting 181 trees.

- 2) **SYMPHONY Circular: Send Waste Back to Home Project**

The Company implemented a project to return unused employee uniforms into the circular economy system through collaboration with Better World Green Public Company Limited, in order to appropriately process or manage textile materials. The project reduced textile waste, enhanced resource efficiency, and supported circular economy principles throughout the value chain.



In 2025, the Company delivered 0.0088 tons of employee uniforms for appropriate processing, resulting in an estimated greenhouse gas emissions reduction of approximately 0.0028 tCO<sub>2</sub>e.

### 3) Green Tenant of the Year 2025



The Company participated in the Green Tenant of the Year 2025 project in collaboration with Singha Estate Public Company Limited to promote tenant engagement in waste management, efficient resource utilization, and the creation of environmentally friendly workplaces. This collaboration enhanced the environmental standards of the office building, strengthened the Company's environmental organizational culture, and reflected the Company's role in advancing sustainability together with partners within the business ecosystem.

## 4. Climate Change Management

Climate change represents a critical global challenge that significantly affects human livelihoods, ecosystems, and broad economic and social development. Its impacts include changes in seasonal patterns, increased frequency and severity of natural disasters, loss of biodiversity, and shifts in the transmission patterns of infectious diseases and vectors. These effects continuously impact lives, property, and economic and social stability.

The Company recognizes the risks and impacts of climate change that may affect its business operations and long-term service continuity. It therefore places importance on conducting environmentally friendly business operations in parallel with comprehensive environmental risk management. The Company focuses on mitigating climate impacts through efficient resource and energy utilization, studying and planning for the use of renewable energy, and reducing greenhouse gas emissions from its operational processes.

To ensure that climate change management and operations are aligned with the Company's business direction and sustainability objectives, and are subject to systematic oversight and monitoring, the Company has established a governance structure for climate change management covering the Board of Directors, management, and operational levels. The Board of Directors has assigned the Nomination, Compensation, Corporate Governance and Sustainability Committee to oversee operations related to climate change mitigation and greenhouse gas emissions. This includes the formulation of targets, strategies, management approaches, action plans, as well as monitoring and evaluation to achieve the established short-, medium-, and long-term targets.

### Greenhouse Gas Emissions Reduction Targets

To demonstrate its commitment to addressing climate change, the Company has set a target to achieve organizational Carbon Neutrality by 2050 and Net Zero greenhouse gas emissions by 2065.

### Carbon Footprint for Organization

The Company's operational activities that contribute to greenhouse gas emissions include:

- Direct greenhouse gas emissions (Scope 1): Fuel consumption from organizational vehicles, backup power systems within the network, and leakage of refrigerants from air-conditioning systems.
- Indirect greenhouse gas emissions (Scope 2): Purchased electricity used for network equipment, air-conditioning systems, lighting systems, and office equipment.

The Company has assessed greenhouse gas emissions from its operational activities, or Carbon Footprint for Organization (CFO), covering both direct and indirect emissions (Scopes 1-2), in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization), using the Control Approach to identify significant emission sources and to support effective emission reduction planning. The greenhouse gas monitored within the reporting boundary is carbon dioxide (CO<sub>2</sub>).

In 2024, the Company reported greenhouse gas emissions data for 2023 covering three locations: the Head Office in Bangkok, the Amata City Industrial Estate Branch Office in Chonburi Province, and the Moalee Submarine Cable Station in Rayong Province. Total emissions amounted to 1,802 tCO<sub>2</sub>e, comprising 566 tCO<sub>2</sub>e under Scope 1 and 11,236 tCO<sub>2</sub>e under Scope 2. The Company has designated 2023 as the base year for monitoring and evaluating greenhouse gas emission reductions in subsequent years.

The greenhouse gas emissions data for 2025 is currently under external verification. Upon completion of the verification process, the Company will disclose the information on its website accordingly.

### **Greenhouse Gas Emissions Reduction Strategies and Approaches**

The Company has established strategies and approaches for reducing greenhouse gas emissions, structured into three key areas as follows:

#### **1. Reduction of greenhouse gas emissions from operations**

The Company focuses on enhancing energy efficiency and promoting the transition to renewable energy through appropriate technologies. This is undertaken in parallel with reducing the volume of waste sent to landfills, minimizing hazardous and electronic waste, and ensuring that waste is managed in accordance with standardized and environmentally friendly practices. In addition, the Company emphasizes the selection of high-quality materials and equipment with extended service life in order to reduce the frequency of replacement, minimize waste generation, and lower long-term waste management costs. The Company also promotes circular economy principles and collaboration with partners and customers to enhance its capacity to reduce net greenhouse gas emissions and to advance toward its long-term objectives.

#### **2. Development of products and services that contribute to greenhouse gas emissions reduction**

The Company recognizes opportunities to develop solutions and services that support corporate customers in reducing greenhouse gas emissions, particularly cloud services. Such services enhance operational efficiency, reduce energy consumption, and support efficient resource management at the organizational level. These offerings strengthen customers' competitiveness while contributing to greenhouse gas emissions reduction throughout the value chain and supporting the achievement of sustainability goals for both customers and the Company.

#### **3. Promotion of environmental knowledge and awareness among Personnel**

The Company places importance on fostering environmental knowledge, understanding, and awareness among personnel at all levels by embedding environmental principles into the organizational culture and providing employees with opportunities to participate in environmental stewardship both in their work processes and daily lives.

To enhance environmental knowledge, the Company has organized educational activities and training programs in various formats, including academic training sessions, practical workshops, and collaborations with specialized external partners. In 2025, the Company conducted environmental knowledge enhancement activities, including:

- Internal training programs on sustainable development, environmental management, and best practices for efficient resource and energy utilization.
- A practical workshop organized in collaboration with Wastebuy Delivery Co., Ltd. under the activity titled “Digital Innovation towards Sustainable Waste Management,” providing knowledge on waste segregation, recycling, and circular economy concepts. A total of 88 employees participated, with 94.55 percent successfully passing the comprehension assessment.



- Internal communication and awareness campaigns through various channels, such as the e-Learning system, internal communication materials, and activities promoting waste segregation within operational areas.

These initiatives enable employees to apply environmental knowledge concretely in their work practices and support the continuous and sustainable implementation of the Company’s environmental strategy across all levels of the organization.

## 5. Environmentally Responsible Products and Services

The Company recognizes its responsibility to deliver high-quality, reliable, and secure connectivity infrastructure services and digital solutions to customers, while conducting its business with due responsibility toward the environment and society. Although the majority of the Company’s services relate to network and information technology solutions, which do not directly generate environmental impacts in the form of consumer products, such services require a significant volume of network and IT equipment, as well as data centers and supporting systems that consume substantial electricity. Furthermore, at the end of their useful lives, such equipment may become electronic waste and hazardous waste, potentially affecting the environment, public health, and community safety if not properly managed.

Accordingly, the Company places importance on the sustainable lifecycle management of equipment and solutions, covering procurement and selection, installation and utilization, maintenance, and end-of-life management. The Company aims to reduce energy consumption, minimize waste generation, decrease long-term resource use, and enhance cost efficiency and service continuity, under the good governance principles and compliance with applicable laws, standards, and regulations. The operational approaches are as follows:

### 1) Selection of environmentally friendly equipment and technologies

The Company emphasizes the selection of high-quality, energy-efficient equipment and solutions with extended service life to enhance network stability and service standards, while reducing energy consumption and electronic waste in the long term. Environmental considerations are incorporated into the procurement process (Green Procurement), including energy efficiency, designs that facilitate maintenance and reuse, and support for circular economy principles, as appropriate.

### 2) Operational management for safety, quality, and service continuity

The Company manages network equipment and IT systems in alignment with safety and service quality standards, focusing on preventive maintenance, performance monitoring, and systematic asset replacement planning. This enhances service readiness, reduces the risk of service disruption, and minimizes resource loss resulting from premature equipment replacement. For digital solutions such as cloud and managed IT services, the Company emphasizes efficient utilization of computing resources and data storage capacity to support the energy and environmental objectives of both the Company and its customers.

### 3) Responsible end-of-life management

The Company has established practices for the appropriate management of end-of-life equipment and products, taking into consideration data security (such as secure data erasure in accordance with applicable standards prior to transfer or disposal), health and safety, and environmental impacts. Electronic waste and hazardous waste are managed in compliance with relevant laws and standards, while reuse, segregation, and recycling are promoted through authorized disposal and recycling service providers.

### 4) Application of Green Technology and Sustainable Solution Design

The Company has adopted green technology concepts and practices to enhance operational efficiency and develop environmentally friendly solutions. These efforts encompass energy efficiency improvements, the adoption of renewable energy where appropriate, greenhouse gas emissions reduction, efficient resource management, waste reduction, and the promotion of recycling. Such initiatives support the design and development of services and solutions that further minimize environmental impact and create long-term added value for corporate customers.



## Social Sustainability Management

### Social Policy and Guidelines

The Company believes that sustainable business growth can be achieved only when its operations and activities earn the acceptance, trust, and confidence of communities, society, and all stakeholders. Accordingly, the Company places great importance on ensuring that its operations are conducted in full compliance with applicable laws and the regulations of relevant supervisory authorities. The Company respects human rights, treats all stakeholder groups fairly and equitably, and actively supports and participates in the development of communities and society.

### Social Operating Results

#### 1. Respect for Human Rights, Labor Rights, and Fair Labor Practices



The Company places utmost importance on respecting human rights throughout its value chain, recognizing that its business operations involve various stakeholder groups, including employees, customers, suppliers, business partners, shareholders, and communities, who may be directly or indirectly affected by human rights impacts. The Company has therefore established clear human rights policy and practices to ensure that its business operations are conducted on the basis of respect for human dignity and fundamental human rights in an appropriate and responsible manner.

## Human Rights Policy and Practices

The Company firmly believes that all human beings are equal in value, rights, and dignity, without discrimination of any kind. It therefore emphasizes the respect for, protection of, and promotion of fundamental human rights of all relevant stakeholders throughout its value chain.

The Company has established a written **“Human Rights Policy and Practices”** and requires personnel at all levels to strictly adhere to and comply with such policy to prevent human rights violations or adverse impacts, whether direct or indirect, across all operational processes. In addition, the Company expresses its intention to promote and encourage suppliers, business partners, and stakeholders within its supply chain to conduct their businesses in accordance with the same human rights principles.

The Company’s human rights practices cover key issues, including the non-support of illegal labor, zero tolerance for forced labor, opposition to child labor and human trafficking, fair and respectful treatment of all stakeholders based on equality and human dignity, and non-discrimination on the basis of gender, sexual orientation, age, color, race, nationality, religion, belief, or any other differences. The Company also respects political rights under democratic systems and provides employees with the freedom to associate, collectively bargain, and voluntarily participate or refrain from participating in various activities.

In 2025, the Company reviewed and revised its Human Rights Policy and practices to ensure alignment with relevant laws, standards, and key international human rights principles, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Universal Declaration of Human Rights (UDHR), and recognized good business practices. This reflects the Company’s intention and commitment to uphold, implement, and promote respect for human rights in a concrete manner.

The Company has communicated its Human Rights Policy and practices to personnel at all levels through internal communication channels, such as email, and has also published the policy on its website at [www.symphony.net.th](http://www.symphony.net.th) to ensure accessibility for all stakeholder groups and interested members of the public.



Details about the **“Human Rights Policy”** are available on the Company’s website: [www.symphony.net.th](http://www.symphony.net.th) under the menu: “Corporate Governance” >> “Company Policies” or <https://www.symphony.net.th/storage/document/cg/human-rights-policy-en.pdf>

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

The Company’s implementation of human rights, labor rights, and fair labor practices can be summarized as follows:

- Treating employees and all stakeholder groups in accordance with human rights and labor rights principles under local labor laws and international human rights standards, with due regard to equality, fairness, equity, and non-discrimination in all forms, while respecting fundamental rights and freedoms as enshrined in the Constitution.
- Establishing Company rules and regulations in compliance with applicable laws and regularly monitoring legal developments to ensure accurate and appropriate practices.
- Prescribing appropriate working conditions and working hours in strict compliance with labor laws, while promoting diversity and equality within the organization, including providing employment opportunities for persons with disabilities.

- Providing fair and equitable wages and compensation without discrimination on the basis of gender or age, in compliance with minimum wage laws, and granting holidays and benefits exceeding statutory requirements, as well as supporting adequate and appropriate remuneration for living, taking into account economic conditions and cost of living.
- Refraining from employing child labor or illegal labor and not supporting any form of forced labor.
- Safeguarding employees' fundamental rights to livelihood and work, including the right to express opinions and participate.
- Respecting employees' rights to freedom of association and collective bargaining by facilitating communication between management and employees through a Welfare Committee in the workplace elected by employees, with 100 percent of employees covered under collective bargaining agreements.
- Protecting personal data and privacy of employees and all stakeholder groups appropriately.
- Establishing, communicating, and disseminating a **"Suppliers and Business Partners Code of Conduct"** to ensure that suppliers, contractors, and business partners adhere to the Company's guidelines, particularly with respect to human rights and fair labor practices.

## Human Rights Grievance, Remedy, and Rehabilitation Mechanisms

The Company has established complaint and whistleblowing channels, including email communication to the Audit Committee at [ac@symphony.net.th](mailto:ac@symphony.net.th), written complaints submitted to the Company, as well as other communication channels. These mechanisms provide opportunities for personnel and stakeholders to express opinions, provide suggestions, report information, or lodge complaints concerning human rights violations arising from the Company's operations or inappropriate conduct by its personnel.

The Company has implemented measures to protect the rights of complainants, whistleblowers, respondents, and individuals involved in complaints, and to ensure fairness for all parties concerned. The grievance mechanism safeguards the confidentiality of complainants, does not disclose their identities, and stipulates a defined timeframe for handling complaints efficiently. The Company has established procedures for careful, fair, and transparent consideration, investigation, and resolution of complaints.

Acts constituting human rights violations are deemed breaches of the Company's policies, regulations, and code of conduct, and are subject to disciplinary action as prescribed, and may also be subject to legal penalties where such acts violate applicable laws. In cases of human rights violations, the Company requires the responsible unit to promptly mitigate and remedy the impacts and to provide fair compensation to affected individuals.

Where human rights violations occur, the Company will provide appropriate and fair remedies and rehabilitation in accordance with the principles of the United Nations Guiding Principles on Business and Human Rights (UNGPs). Such actions may be undertaken in cooperation with external remediation mechanisms, such as government agencies, independent bodies, or experts. The Company's assistance measures may include physical support and compensation in monetary or other appropriate forms, depending on the circumstances, both in the short and long term, to mitigate impacts arising from the Company's activities that result in human rights violations. Lessons learned will be summarized and used to improve preventive measures to avoid recurrence.

In 2025, the Company did not receive any complaints or reports of significant human rights violations, harassment, or discrimination arising from its own operations or from the business conduct of its suppliers and business partners.

## 2. Human Resource Management



### Human Resource Management Policy

The Company firmly believes that its personnel are its most valuable resource and the most critical factor in driving the organization forward. The Company’s sustainability and continued growth depend upon the quality, capability, competence, commitment, and engagement of employees at all levels. Accordingly, the Company places great importance on systematic and effective human resource management, with a focus on developing employees to be both capable and ethical individuals who are happy at work, enjoy a good quality of life and well-being, and remain committed to continuous learning and self-development. Through these efforts, employees collectively contribute to achieving the Company’s vision and mission.

In this regard, the Company has established its **“Human Resource Management Policy and Guidelines”** as a framework for managing human resources effectively and in alignment with corporate strategy. The policy encompasses organizational structure and workforce planning; recruitment and employment; fair and appropriate compensation and benefits; the provision of a safe and supportive working environment; capability and skills development; performance management and evaluation; internal communication; as well as the enhancement of employee engagement and pride in being part of the organization. These initiatives are designed to support the Company’s stable and sustainable long-term growth.



Details about the **“Human Capital Management Policy”** are available on the Company’s website: [www.symphony.net.th](http://www.symphony.net.th) under the menu: “Corporate Governance” >> “Company Policies” or <https://www.symphony.net.th/storage/document/cg/human-capital-management-policy-en.pdf>

## Performance on Human Resource Management

The Company places importance on creating excellent work experience throughout the entire Employee Journey, from recruitment and hiring, onboarding, development and capability enhancement, career development and advancement, to the exit process. The objective is to ensure that employees receive appropriate care and support at every stage of their employment.

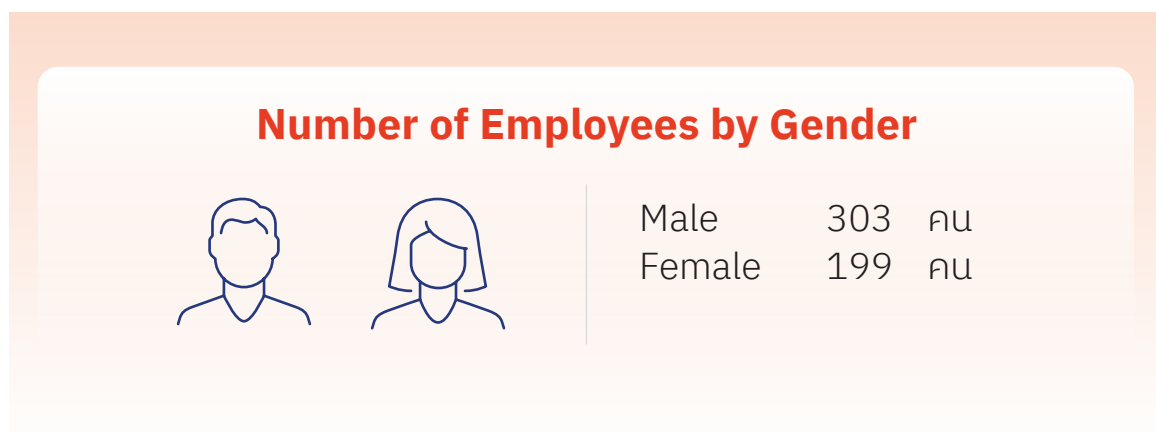
In addition, the Company continuously promotes and develops key factors that strengthen employee engagement, including the enhancement of essential professional and social skills (Reskill and Upskill), organizing activities that foster positive relationships among employees, establishing working committees or project teams to provide opportunities for employees to participate in idea-sharing, planning, and implementation, as well as offering appropriate and competitive benefits aligned with labor market standards.

The Company believes that employees' welfare and quality of life form a fundamental foundation of organizational strength. Such efforts help foster collaboration, creativity, and operational efficiency, as well as support the delivery of quality services to customers and all stakeholders. The key operational approaches are as follows:

### 1. Employment and Promotion of Diversity

The Company upholds an employment policy based on equality and non-discrimination. It does not limit or exclude individuals on the basis of gender, sexual orientation, age, origin, ethnicity, religion, beliefs, educational background, social status, or physical ability. The Company recognizes and values the unique potential and contributions arising from diversity and individual differences. It acknowledges that workforce diversity enhances creative perspectives and strengthens the Company's ability to effectively respond to diverse customer needs and dynamic business environments, thereby supporting sustainable organizational growth.

As of 2025, the Company had a total of 502 employees, comprising personnel with diverse age groups, genders, and job functions. This reflects the Company's commitment to fostering an open, equitable organization that respects and values diversity.



### Number of Employees by Age

Age	Male (persons)	Female (persons)
Less than 30 years	42	35
30-50 years	244	158
Over 50 years	17	6

## Number of Employees by Position Level

Position Level	Male (persons)	Female (persons)
Operational Level	281	183
Executive Level <sup>(1)</sup>	21	16
Senior Executives <sup>(2)</sup>	1	-

**Remark:** <sup>(1)</sup> Management level refers to the position of Head of Department or equivalent and above.

<sup>(2)</sup> Senior Executives refers to individuals holding Chief Officer (C-Suite) positions.

## 2. Compensation, Benefits and Welfare

The Company recognizes that appropriate compensation and benefits are key factors in motivating employees, attracting and retaining talented personnel, and promoting long-term performance and productivity. Accordingly, the Company conducts annual analyses, reviews, and adjustments of its compensation and benefits strategy to ensure that its remuneration system remains appropriate, equitable, and competitive compared with leading companies in the same industry.

The Company has established both short-term and long-term compensation policies, taking into consideration employees' knowledge, competencies, experience, individual performance, and the Company's overall performance. Performance evaluation is conducted based on Key Performance Indicators (KPIs), together with consideration of prevailing economic conditions. In addition, the Company determines its salary structure and benefits by referencing labor market data and benchmarking against organizations within the same industry to ensure that employees receive fair and appropriate compensation aligned with their contributions to the organization.

In addition to salary and annual bonuses, the Company provides a provident fund to encourage savings and enhance employees' long-term financial security. Employees may elect to contribute between 3-15 percent of their base salary, while the Company contributes at a rate of 4 percent. As of 2025, 347 employees participated in the provident fund, representing 69.12 percent of the total workforce.

Furthermore, the Company offers a comprehensive range of welfare benefits to support employees' quality of life, including group health insurance, life insurance, accident insurance, travel allowances for business assignments, financial assistance on various occasions, preferential loan programs in collaboration with partner financial institutions, and retirement compensation.

With regard to employee welfare and health care, the Company provides annual health check-ups based on age and gender, influenza vaccinations, and health-related activities and training programs to promote knowledge of health care and disease prevention, thereby continuously supporting employees' well-being.

The Company has also appointed a Welfare Committee comprising representatives from management and employees across various departments. The Committee is responsible for overseeing, recommending, and promoting the comprehensive development of employee welfare and quality of life, contributing to long-term employee happiness, engagement, and job security.

### **3. Human Resource Development**

#### **Human Resource Development Policy**

The Company recognizes that employees are valuable resources and a key driving force in achieving its strategic objectives. The Company is therefore committed to systematically and continuously enhancing employees' capabilities by strengthening their knowledge, competencies, and professional skills in alignment with the scope of work and responsibilities of each position, as well as developing leadership skills to prepare them for future career advancement.

The Company encourages employees to develop their knowledge and expertise through practical work experience, complemented by regular internal training programs to facilitate the transfer of knowledge, experience, and best practices among personnel. In addition, the Company supports employees and executives across various functions in attending external training courses and seminars relevant to their respective roles, enabling them to apply acquired knowledge and insights to improve and enhance operational effectiveness.

At the same time, the Company emphasizes fostering employees' awareness, understanding, and adherence to the Company's core values as guiding principles in their work. This approach aims to cultivate a strong corporate culture, which serves as a key foundation for the Company's stable and sustainable growth.

#### **Human Resource Development Framework**

Amid rapid changes in the business environment, the Company recognizes that employees are central to driving sustainable growth and adaptability. The Company therefore prioritizes comprehensive development for employees at all levels to strengthen their readiness, skills, and capabilities in innovation and effective adaptation to change.

The Company ensures that all employees receive continuous training and development, beginning with the Onboarding Program for new employees. This program spans the four-month probationary period and is designed to facilitate effective integration into roles and responsibilities, as well as alignment with the Company's corporate culture. The Company establishes various development pathways tailored to job requirements, while also providing employees with opportunities to participate in training programs based on their individual interests and development needs.

Employee development formats include:

1. In-house Training: to enhance essential concepts, knowledge, and skills aligned with organizational goals and current competitive conditions.
2. External Training: to strengthen specialized knowledge and capabilities relevant to specific job functions by sending employees to training courses or seminars conducted by reputable external institutions.
3. On the Job Training: to develop knowledge and skills through practical work experience, enabling employees to gain in-depth understanding of work processes and apply them effectively.
4. Knowledge Sharing: to encourage the exchange and dissemination of knowledge, experience, and best practices among employees, which can be continuously applied to improve work performance and business operations.

For training programs, particularly in-house training, the Company emphasizes workshop-based learning processes by inviting qualified speakers or experts with relevant expertise and experience. This approach allows employees to engage in hands-on practice, analytical thinking, idea sharing, and perspective exchange, thereby enabling practical application of knowledge in the workplace.

## Performance on Human Resource Development

In 2025, the Company enhanced employee capabilities through both internal and external training programs. A total of 401 employees participated in training activities, comprising 250 male employees and 151 female employees, representing 80 percent of the total workforce. The average training duration was 2.07 hours per employee per year, with total employee development expenses amounting to approximately THB 3,567,810. This reflects the Company's commitment to investing in human capital development and strengthening organizational capabilities for long-term sustainability.

### Training Programs in 2025

- **Strategic Communication for Leadership Success Programs**

**Objectives:** To cultivate a positive growth mindset among participants and those around them, enhance positive communication both within and outside the organization, and foster an understanding of the principles and importance of effective communication. The program emphasizes concise and clear communication capable of achieving objectives within limited timeframes, while equipping participants with communication planning techniques based on the five core objectives (REAAL): Relationship building; Entertainment and engagement; Attitude change and persuasion; Action toward desired behaviors; and Learning and mutual understanding.

**Goals:** To enable participants to gain knowledge, understanding, and awareness of the importance of listening as a critical skill of successful leaders, and to effectively apply communication tools, processes, and planning techniques when working with supervisors, subordinates, colleagues, and customers.

**Expected Benefits from the Training:**

1. To develop listening and key-message identification skills in order to strengthen relationships and build trust.
2. To communicate and strategically persuade individuals with distinct characteristics or those who are difficult to engage.
3. To learn effective feedback techniques that enhance both performance outcomes and collaboration.
4. To strengthen the ability to appropriately and constructively handle challenging questions or situations.



- **English for Business Working Program**

**Objectives:** To develop fundamental English communication skills, enhance understanding of general and work-related vocabulary, and enable participants to appropriately apply such knowledge in internal organizational communication.

**Goals:** To ensure that participants are able to communicate in English at a basic level with confidence, use work-related vocabulary accurately, and effectively apply the knowledge gained to their job responsibilities and organizational communication.

**Expected Benefits from the Training:**

1. To develop foundational English communication skills in listening, speaking, reading, and writing.
2. To strengthen the ability to use basic and job-specific vocabulary appropriately.
3. To increase confidence in communicating in English in general situations and workplace contexts.
4. To effectively apply acquired knowledge to job performance and internal communication.
5. To support teamwork, particularly in work environments that require the use of English.
6. To establish a foundation for the development of more advanced English language skills, thereby enhancing future career advancement opportunities.



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

**Objectives:** To enhance professional sales and service competencies, strengthen understanding of key techniques for identifying and addressing customer needs, and enable participants to effectively and appropriately apply acquired knowledge to sales and service delivery for maximum results.

**Goals:** To elevate sales capabilities and customer relationship management skills by emphasizing a systematic sales process, in-depth understanding of customer needs, and the creation of long-term customer satisfaction.

**Expected Benefits from the Training:**

1. To develop sales and service skills to a professional standard.
2. To learn techniques and strategies for effectively identifying customer needs and expectations.
3. To enhance communication and negotiation skills to build strong relationships and customer trust.
4. To effectively apply knowledge and techniques in real-world situations.
5. To increase long-term customer satisfaction and loyalty.
6. To strengthen the organization's competitive advantage in a highly competitive market.
7. To support business outcomes in terms of sales conversion opportunities, revenue generation, and sustainable customer relationships.



#### 4. Performance Management and Evaluation

The Company has established a policy on performance management and evaluation that is fair, transparent, and verifiable. A Key Performance Indicator (KPI) system is implemented by cascading organizational goals down to departmental and individual levels, ensuring alignment with the Company's business plans and strategic objectives. In addition, the Company adopts a modern and standardized performance management system to effectively control, monitor, review, and evaluate the performance of executives and employees at all levels.

The results of such evaluations are utilized as key information for personnel development, individual development planning, compensation management, and career advancement, as well as to support the organization in achieving its vision and mission on a sustainable basis. In 2025, 100 percent of the Company's employees established KPIs and underwent a complete performance evaluation process.

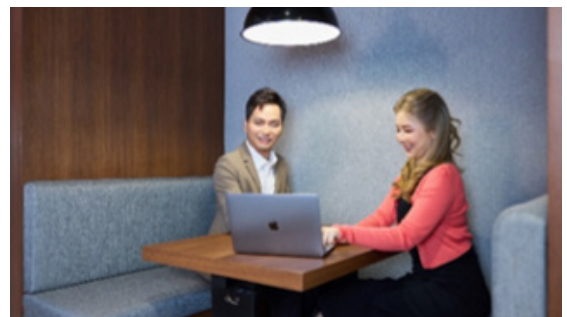
#### 5. Enhancement of Employees' Well-Being

Employees are valuable resources and a key driving force behind the Company's success. The Company therefore places importance on comprehensively promoting and enhancing employees' quality of life, enabling them to perform at their full potential while maintaining a balanced and fulfilling life.

In 2025, the Company continuously implemented projects and activities to promote employees' well-being under the concept of creating a supportive work environment conducive to both professional and personal quality of life (Great Place to Work). These initiatives were guided by the Company's Wellness Framework, which encompasses four key dimensions as follows:

- **Physical Wellness and Safety**

- Providing workplaces that emphasize appropriate safety and hygiene standards to support operations in a safe environment.
- Promoting employees' physical health through ongoing health-enhancing activities, such as sports activities including badminton and football, as well as relaxation activities to support overall well-being.



- **Mental & Emotional Wellness**

- Promoting employees' mental health and relaxation through activities aimed at reducing work-related stress, such as relaxation massage sessions and initiatives to cultivate a friendly workplace atmosphere.
- Supporting access to mental health counseling services through a Mental Telemedicine system, enabling employees experiencing work-related or personal stress and concerns to receive appropriate consultation from professional psychologists, with strict protection of personal data and confidentiality.

- **Social Wellness**

- Organizing activities to strengthen positive relationships among employees by providing opportunities to meet, exchange ideas, and participate in activities together on various significant occasions, such as the annual Townhall meeting between executives and employees, CEO on Ground activities, annual staff gatherings, and events during festivals and important occasions, thereby fostering engagement and a supportive working atmosphere.



- **Financial Wellness**

- Establishing collaborative programs with financial institutions to offer employees access to special interest rate loans, such as housing loans and personal loans, to support effective financial management and long-term financial stability.
- Organizing activities to enhance employees' financial and investment literacy through creative formats and game-based learning, enabling employees to better understand investment concepts and apply them appropriately in practice.

## 6. Employees' Engagement

Fostering employee engagement is a key factor in driving the business toward the achievement of its defined direction and strategic objectives, as employee engagement is directly linked to work performance, collaboration, innovation, and the organization's long-term competitiveness. Employee participation is fundamentally built upon trust, which must be cultivated through open communication, transparency, and appropriate motivation.

The Company places importance on developing work processes and working environment that encourage employee participation, while providing opportunities for employees to express their opinions, offer suggestions, and share their perspectives on organizational management in a candid manner. The Company recognizes that listening to employees' voices is a critical mechanism for enhancing the effectiveness of human resource management and strengthening sustainable engagement between employees and the organization.

One of the key tools utilized by the Company to monitor and assess the level of employee engagement is the Employee Engagement Survey, which is conducted regularly at least once a year. The survey systematically gathers employees' opinions and suggestions. The results are analyzed and used as input for developing improvement plans in human resource management, as well as designing activities and measures that appropriately respond to employees' needs and expectations.

In 2025, the employee engagement score was 81 percent, exceeding the target of 80 percent, reflecting a strong level of engagement and confidence among employees toward the organization. The Company will continue to use the survey results as a guideline for the ongoing enhancement of human resource management, with the objective of strengthening engagement, satisfaction, and sustainable mutual growth between employees and the organization.

### 3. Safety, Occupational Health, and Work Environment Management

The Company places the highest importance on ensuring safety, occupational health, and a suitable work environment for all personnel. It is committed to implementing systematic and continuous measures to ensure that employees can perform their duties safely, maintain good health, and work in an appropriate environment. The Company emphasizes a preventive approach to safety and occupational health management, guided by its ultimate goal of **“Zero Accident,”** in order to prevent incidents or losses that may affect the lives and property of employees, their families, and the organization.

#### Safety, Occupational Health, and Work Environment Policy

The Company is committed to promoting a good quality of life and ensuring workplace safety for its personnel, as well as relevant stakeholders, under a standardized and effective occupational safety, health, and working environment management system that complies with applicable laws, regulations, and related requirements. The Company has established a **“Safety, Occupational Health, and Work Environment Policy”** to serve as a framework for operations, as well as to maintain and continuously improve the effectiveness of the management system in this area. Workplace safety is defined as a shared duty and responsibility of executives and employees at all levels.



Details about the **“Safety, Occupational Health and Work Environment Policy”** are available on the Company's website: [www.symphony.net.th](http://www.symphony.net.th) under the menu: “Corporate Governance” >> “Company Policy” or <https://www.symphony.net.th/storage/document/cg/safety-occupational-health-and-work-environment-policy-en.pdf>

#### Safety, Occupational Health, and Work Environment Management Governance

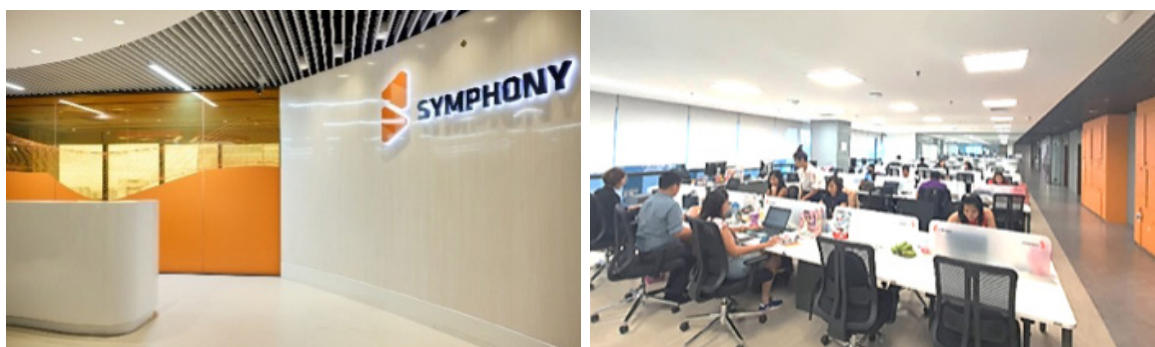
The Company's management of safety, occupational health, and work environment is overseen by the Safety, Occupational Health, and Work Environment Committee. The Chief Executive Officer, or a representative duly appointed by the Chief Executive Officer, serves as the Chairperson of the Committee to effectively drive safety policies and measures into practical implementation and achieve tangible outcomes.

In addition, the Company appoints a professional-level Safety Officer who is responsible for inspecting, supervising, monitoring, and regularly reporting on compliance with safety, occupational health, and work environment measures. This ensures that operations are conducted in accordance with established standards and that safety risks are appropriately and promptly prevented and managed.

## Performance on Safety, Occupational Health and Work Environment

### 1. Provision of Conducive Work Environment

The Company provides workplaces that are clean, orderly, and suitable for operations, in strict compliance with applicable laws, standards, and requirements relating to occupational safety, health, and the working environment. The Company has developed work systems and measures that emphasize the promotion of employee safety and hygiene in order to create a working environment conducive to operational efficiency, reduce the risk of accidents, and enhance employees' overall quality of work life.



### 2. Safety Training

The Company recognizes that a key factor in ensuring safe operations is that all personnel possess the necessary knowledge, understanding, and awareness of potential risks and impacts arising from their work, as well as strict adherence to occupational safety, health, and working environment measures.

To cultivate a strong safety culture within the organization, the Company continuously promotes knowledge and understanding of workplace safety among employees by providing occupational health and safety training. Such training covers both general safety knowledge and specialized topics related to hazards associated with specific job functions, work processes, and environmental conditions that may pose risks. This enables all employees to perform their duties correctly and safely, thereby reducing the likelihood of workplace accidents.

In 2025, the Company continuously organized safety training programs for executives and employees at various levels to enhance knowledge, awareness, and safety competencies in alignment with job responsibilities and established standards. The details are as follows:

Training Programs	Training Hours	No. of Participants	Executives	Employees from Operation Unit	Employees from Supporting Unit	Contractor
Occupational Safety, Health, and Working Environment for New and General Employees	6	173	2	75	96	-
Basic Firefighting	6	16	-	-	16	-
Safety Officer (Executive Level)	12	1	1	-	-	-
Safety Officer (Supervisor Level)	12	3	-	3	-	-

Training Programs	Training Hours	No. of Participants	Executives	Employees from Operation Unit	Employees from Supporting Unit	Contractor
Working on Electric Poles (Installation of Communication Cables), MEA	12	1	-	1	-	-
Working on Electric Poles (Installation of Communication Cables) – License Renewal, MEA	6	15	-	15	-	-
Working with Communication Cables of External Agencies on PEA Poles	12	3	-	3	-	-
Working with Communication Cables of External Agencies on PEA Poles (Refresher)	6	8	-	8	-	-
First Aid and Basic Cardiopulmonary Resuscitation (CPR)	6	11	-	-	11	-
Electrical Safety in the Workplace	6	15	-	15	-	-
Safety, Occupational Health, and Working Environment Committee	12	10	5	5	-	-



### 3. Promotion of Occupational Health and Employees' Well-being

The Company recognizes that an appropriate working environment, together with good employee health, is a key factor in fostering long-term happiness, engagement, and work efficiency. The Company therefore places importance on systematically and continuously caring for and promoting employees' well-being.

The Company provides annual health check-ups for all employees on a regular basis, covering general health examinations as well as additional assessments based on risk factors associated with specific job functions or working environments. This approach enables effective surveillance, prevention, and mitigation of occupational health risks, while also encouraging employees to be aware of and take responsibility for their own health.

In addition, the Company continuously promotes employees' holistic well-being through various activities and initiatives under the "4F Project," a well-being framework that the Company has consistently developed and implemented. The project aims to create balance between employees' professional and personal lives across all dimensions, comprising:

- **Fin D (Financial Wellbeing):** Promoting financial literacy and discipline to enhance employees' financial stability and quality of life.
- **Firm D (Physical Wellbeing):** Promoting physical health, workplace safety, and the prevention of work-related illnesses.
- **Feel D (Emotional & Spiritual Wellbeing):** Promoting mental health, emotional balance, and overall well-being.
- **Farm D (Social & Environmental Wellbeing)** Promoting positive relationships within the organization, social engagement, and environmental responsibility.

The implementation of the 4F Project represents an integration of safety, occupational health, and well-being concepts into sustainable human resource management. The Company remains committed to implementing this framework in a continuous and systematic manner to create value for employees, the organization, and stakeholders in all dimensions, while supporting the Company's stable and sustainable long-term growth.



#### Fin D (Financial Wellbeing)

The Company places importance on enhancing employees' financial literacy and discipline in order to support long-term financial stability and improve overall quality of life. It aims to promote employees' systematic understanding of financial management and enable them to apply such knowledge effectively in their daily lives.

Within this framework, the Company organized an investment learning activity by applying the concept of Active Learning through the use of the "Stockpile" board game, a learning tool designed to enhance understanding of investment in an accessible, engaging, and participatory manner. The activity effectively conveyed practical investment knowledge while incorporating key principles such as value creation for savings, risk management, and systematic financial planning.

This initiative enabled employees to strengthen their understanding of investment and long-term financial planning, particularly in preparation for quality retirement. It supports the Company's objective of personnel development while fostering long-term financial stability and sustainability for both employees and the organization.



### Firm D (Physical Wellbeing)

The Company places importance on promoting employees' physical health, safety, and illness prevention by implementing systematic and continuous preventive health measures to enhance operational readiness and long-term quality of life. This begins with strengthening employees' immunity through the provision of influenza vaccination benefits to reduce health risks associated with seasonal illnesses and to improve adaptability to changes in weather conditions and working environments.

In addition, the Company encourages regular exercise and health care through the establishment of health and fitness clubs, such as the badminton club and the football club, providing employees with opportunities to participate in activities aligned with their interests and aptitudes. These activities not only enhance physical fitness and reduce the risk of work-related illnesses but also serve as a platform for fostering interaction among employees from various departments, strengthening unity, building positive relationships, and cultivating a workplace atmosphere conducive to happiness and effective performance.



### Feel D (Emotional & Spiritual Wellbeing)

The Company places importance on promoting employees' mental health, emotional balance, and overall quality of work life. It systematically and continuously implements both preventive and promotional mental well-being initiatives to foster a supportive and psychologically safe working environment. Employees are provided with access to professional mental health counseling services with qualified psychologists via telephone and video calls, offering appropriate and confidential guidance, care, and support.

In addition, the Company organized activities to promote emotional awareness and mental well-being under the theme **“Fun Halloween: What Are You Feeling Today?”** The activity applied concepts and characters inspired by the animated film Inside Out to encourage employees to explore, recognize, and better understand their own emotions, as well as to appreciate the diversity of emotions in others. Conducted in a fun, relaxed, and friendly atmosphere, the activity helped alleviate work-related stress and fostered a vibrant workplace environment.

Furthermore, the Company arranged a developmental seminar titled **“Inside Work, Inside Emotion”** to enhance employees' emotional awareness, understanding, and ability to manage their emotions appropriately, as well as to strengthen their capacity to collaborate effectively with others who may have diverse emotional expressions. The program emphasized the constructive use of emotions as a source of positive energy at work, thereby enhancing efficiency, internal collaboration, and a mutually supportive workplace atmosphere.



Moreover, the Company provided training to strengthen knowledge and capabilities in supporting mental well-being among first-line supervisors under the course **“The Power of Positive: Work Smart, Live Fully.”** The program aimed to enhance understanding and equip supervisors with practical tools to support their teams' mental health, promote psychological safety in the workplace, and design appropriate work approaches conducive to positive motivation, improved performance, and sustainable long-term organizational outcomes.



#### 4. Workplace Environment Measurement and Assessment

The Company conducts regular measurements and assessments of the workplace environment to ensure compliance with legally prescribed occupational safety and health standards and to provide assurance that employees are able to perform their duties in a safe environment that does not give rise to occupational illnesses. Such assessments include measurements of lighting levels in work areas, noise level monitoring, and inspection of drinking water quality for consumption within the office premises.

The Company analyzes the results of these assessments and undertakes appropriate corrective improvements to ensure compliance with established standards. Waste generated from workplace environment improvements, such as expired light bulbs, is delivered to the Chatuchak District Office, Bangkok Metropolitan Administration, for proper disposal in accordance with environmental principles and applicable laws.



#### 5. Employee Health, Hygiene, and Safety in Relation to Epidemics and Illnesses

The Company places importance on promoting employees' physical health, safety, and illness prevention by implementing systematic and continuous preventive health measures. This begins with strengthening employees' immunity through the provision of influenza vaccination benefits to reduce health risks associated with seasonal illnesses and to enhance employees' preparedness in coping with changes in weather and seasonal conditions.



In addition, the Company recognizes that good employee health must be supported by a clean, hygienic, and safe working environment. It has therefore established regular measures for the control and management of disease-carrying pests, such as termites, ants, and cockroaches, to prevent the spread of pathogens, maintain workplace hygiene, and promote a working environment conducive to employees' health and well-being.

## Statistics of Accident, Absence, and Illness Rate from Work

The Company collects statistics on workplace accidents and work-related injuries in order to analyze data and continuously improve employee safety standards. The details are as follows:

No	Performance Results on Occupational Health and Safety	Year	
		2025	2024
1.	Number of employees as of December 31 (Person)	502	486
2.	Number of Man-Hour (Hour)	957,560	910,264
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.

## 4. Promotion of Persons with Disabilities

The Company places importance on enhancing the quality of life of persons with disabilities and promoting opportunities for employment to enable them to earn income, achieve self-reliance, reduce inequality, and participate in society on an equal basis, under the principles of respect for human dignity and equality.

In 2025, the Company complied with Section 35 of the Empowerment of Persons with Disabilities Act B.E. 2550 (2007) by employing visually impaired persons to provide relaxation massage services to the Company's employees. A total of five persons with visual impairments were employed, comprising three males and two females, in accordance with the legally prescribed employment ratio of one person with a disability per 100 general employees.

This implementation reflects the Company's commitment to inclusive employment, supporting the development of the potential of persons with disabilities, and contributing to the creation of an open, equitable, and sustainable society.

## 5. Personal Data and Privacy Protection

The rapid advancement of information technology and communication systems has enabled personal data to be accessed, collected, used, and disclosed with greater convenience and speed, which may give rise to risks and potential harm to data subjects. The Company recognizes the importance of protecting personal data and the privacy of all stakeholder groups and is committed to conducting its operations with responsibility, transparency, and in compliance with applicable laws.

The Company places importance on safeguarding personal data that it collects, gathers, uses, discloses, or transfers in connection with all stakeholders, including shareholders, employees, customers, suppliers, and business partners. It has established a written **"Personal Data Protection Policy and Guidelines,"** which are published on the Company's website at [www.symphony.net.th](http://www.symphony.net.th) to ensure transparency, accountability, and to build confidence among all stakeholder groups.

The Company implements personal data protection in compliance with the Personal Data Protection Act B.E. 2562 (2019) and related laws, and has established key operational measures as follows:

### 1. Appointment of a Data Protection Officer (DPO)

The Company has appointed a Data Protection Officer and a responsible unit to directly oversee, provide guidance, and monitor personal data protection practices to ensure compliance with applicable laws and established policies.

### 2. Establishment of a Personal Data Protection Working Group (PDPA Working Group)

The Company has appointed a PDPA Working Group to be responsible for formulating processes, guidelines, and measures related to the management of personal data in alignment with legal requirements and to ensure effective implementation across all departments.

### 3. Establishment and Communication of Personal Data Protection Policy and Guidelines

The Company has announced its Personal Data Protection Policy, including guidelines related to the collection, use, disclosure, governance, and security of personal data, to ensure that personnel at all levels adhere to proper practices in compliance with the law.

#### 4. Preparation of Records of Processing Activities (RoPA)

The Company has prepared Records of Processing Activities for all departments to classify data categories, assess risks associated with the collection, use, and disclosure of personal data, and determine appropriate control measures and security safeguards in accordance with the level of risk associated with each category of data.

Through these measures, the Company is committed to establishing an effective personal data management system that complies with legal requirements and builds confidence among all stakeholder groups that personal data will be appropriately and comprehensively protected.

#### 6. Promotion of Community Safety

The Company places the utmost importance on the safety of communities and society surrounding its operational areas. As a provider of telecommunications and digital infrastructure, with network equipment installed and operated in public areas, the Company is committed to conducting its business responsibly, with due consideration of potential impacts on the public and local communities.

The Company operates in strict compliance with applicable laws, regulations, rules, and safety standards. It also emphasizes preparedness and safety risk management by conducting regular inspections, maintenance, and condition assessments of transmission lines, network equipment, and related infrastructure. This ensures that service equipment remains stable, structurally sound, fully operational, and does not pose any danger to the public or community property.

In addition, the Company collaborates with government authorities, regulatory bodies, and other telecommunications operators in participating in communication cable management and reorganization initiatives. This integrated cooperation aims to enhance public safety, reduce the risk of accidents caused by disorganized cable installations, and improve the landscape of public areas to ensure orderliness and aesthetic appeal, thereby promoting a better quality of life and environment for communities.



These efforts reflect the Company’s commitment to operating as a socially responsible organization, alongside the development and provision of secure, standardized, and sustainable digital infrastructure, which serves as a key foundation for supporting the country’s long-term digital economic and social development.

## 7. Promotion of Digital Wellness

Digital technology plays a crucial role in business operations and in the daily lives of the public. It facilitates communication, access to information, and the distribution of economic and social opportunities, reduces inequality, and supports the development of the country’s digital economy. However, the use of digital technology without adequate awareness, caution, or appropriate digital skills may expose users to various cyber threats, such as online fraud, personal data breaches, and information system attacks, which can impact individuals, organizations, and society as a whole.

As a provider of telecommunications and digital infrastructure, the Company recognizes its role and responsibility in supporting society to use digital technology safely, effectively, and sustainably. The Company therefore places importance on promoting Digital Wellness by enhancing digital literacy, understanding, and resilience, enabling users to utilize technology appropriately, mitigate cyber risks, and build long-term trust in digital systems.

In 2025, the Company organized training sessions and knowledge-sharing activities on cyber threats for personnel from various public and private sector organizations. The focus was on raising awareness of cybersecurity risks, understanding current forms of cyber threats, and providing guidance on appropriate preventive measures and response strategies. These activities contributed to strengthening participants’ digital skills and supported the enhancement of digital security standards for organizations and society at large.



The Company remains committed to continuously fulfilling this role in order to contribute to advancing Thai society toward informed, secure, and sustainable use of digital technology, alongside the development of robust, stable, and reliable digital infrastructure, which serves as a key foundation for long-term digital economic and social development.

## 8. Participatory Community and Social Development

Communities and society are key stakeholders in the Company’s business value chain, as they may be affected by the Company’s operations while also playing an important role in supporting its activities and growth. The Company therefore places great importance on and remains committed to conducting its business with comprehensive responsibility toward communities and society. This commitment encompasses ensuring safety and health, promoting economic development and improving the quality of life within communities, supporting opportunities and social participation across various dimensions, as well as managing and mitigating environmental impacts. The objective is to enable communities and society to grow sustainably alongside the Company, founded on trust, confidence, and mutual support.

## Operational Approach

The Company has developed its community and social responsibility strategy in alignment with its sustainable development framework, including the United Nations Sustainable Development Goals (SDGs). The focus is on creating shared value between the business and society by strengthening relationships and engagement with stakeholders across multiple sectors, while leveraging the Company's technology, expertise, and capabilities in implementing social initiatives and activities in five key areas, which form the foundation of sustainable community and social development: education; religion and culture; sports and health promotion; community quality of life development; and environmental conservation. In addition, the Company supports public benefit activities in various forms, including volunteer initiatives and monetary and in-kind donations to charitable organizations, in order to collaboratively address challenges, develop communities, and enhance the quality of life in society in a balanced and sustainable manner.

## Performance Results

In 2025, the Company implemented social and environmental responsibility activities under the **4F- arm D (Social & Environmental Wellbeing) framework**. This initiative aims to foster positive relationships within the organization while promoting active participation in social and environmental responsibility, thereby creating positive change and sustainable development in alignment with the evolving business landscape and rapidly changing social context. Key projects and activities are as follows:

### 1. CEO on Ground Project

The CEO on Ground Project is led by the Chief Executive Officer, who plays a central role in driving the activities and provides employees with opportunities to engage in hands-on participation. The project reflects the Company's corporate culture, which places importance on social and environmental responsibility at all levels. It enhances employee engagement, cultivates awareness of social and environmental responsibility, and strengthens relationships between management and employees.

Key activities under the project include:

#### • CEO on Ground – Northern Region at Ban Rai Kong Khing Community, Chiang Mai Province

The Company provided employees with the opportunity to learn about the community's way of life, culture, and local wisdom, while participating in practical activities to produce herbal compress balls for use in community hospitals. This activity aimed to create shared value between employees and the local community, generating positive outcomes in terms of social engagement, support for the local economy and community resilience, as well as the preservation and sustainable transmission of traditional culture and knowledge.



**• CEO on Ground – Northeastern Region at Wat Klang Municipal School  
(Khorbfa Kwang Classroom Group)**

The Company organized activities for the Khorbfa Kwang classroom group, a special education classroom for students with autism spectrum disorder. The objective was to promote learning, individual potential development, life skills enhancement, and appropriate social integration. The activity was conducted under the concept “Empowering Super Kids for a Better World,” focusing on educating students about waste segregation through storytelling and games designed to suit sensory-based learning approaches. This approach stimulated learning, participation, and creative expression in alignment with each student’s individual potential and specific needs.



**• CEO on Ground – Eastern Region at Pattaya Redemptorist School for the Blind, Chonburi Province**

The Company organized activities at Pattaya Redemptorist School for the Blind in Chonburi Province, an educational institution dedicated to providing education and vocational skills development for visually impaired students, alongside essential life skills for daily living. The activities aimed to support self-reliance, promote equal opportunities, and foster dignified and meaningful inclusion in society, in line with the Company’s commitment to responsible business conduct and its principle of leaving no one behind.



• **CEO on Ground – Southern Region at Sirinat National Park, Phuket Province**

The Company conducted activities at Sirinat National Park in Phuket Province, a natural area of importance to marine and coastal ecosystems. The objectives were to reduce marine debris, restore beach cleanliness, and raise environmental awareness among employees and surrounding communities. Activities included a “Trash Hunt” to systematically collect and segregate beach waste, and the “Trash to Treasure: SEACYCLE Workshop,” which provided participants with the opportunity to learn the upcycling process by transforming marine debris into keychains, thereby adding value to discarded materials while fostering environmental consciousness and responsibility.

These activities were carried out in collaboration with Live Like a Local, a brand committed to sustainable development through the use of recycled materials and locally sourced inputs in product creation. This partnership reflects cooperation between the business sector and civil society in the sustainable conservation of natural resources and the environment.



• **CEO on Ground – Bangkok**

The Company organized activities in Bangkok to encourage employee participation in sharing and volunteerism through hands-on engagement that creates tangible social value. Under the activity “Zero Waste – Hero Chef (Master Chef),” conducted in collaboration with SOS Thailand (Scholars of Sustenance Thailand), a non-profit organization dedicated to addressing food waste and food insecurity, surplus quality ingredients from restaurants, hotels, retailers, farms, and food producers were used to prepare meals. The initiative aimed to reduce food loss, promote efficient resource utilization, and support the circular economy concept.

The prepared meals were distributed to the Ban Mankong Suan Phlu–Sathorn Community, the Suan Phlu–Sathorn Community Child Development Center, and Bangchak School (Komol Prasert Uthit), reflecting collaborative efforts to reduce food waste while strengthening food security and promoting sustainable social care at the community level.





## 2. Educational Support Activities

The Company places importance on promoting learning and enhancing the potential of youth and educational personnel. It has continuously implemented educational support activities as follows:

### • Open House Activities for Students from Universities and Educational Institutions

The Company provided opportunities for students from various universities and educational institutions to visit and undertake study tours at the Moalee Submarine Cable Station, Rayong Province. The objective was to share knowledge on telecommunications infrastructure, digital technology, and submarine network management systems. This initiative enabled students to gain practical, real-world learning experiences and fostered inspiration for the development of their professional capabilities in the future.



## 3. Public Benefit Activities

### • Donations of Equipment and Essential Items

The Company carried out donation activities to support the improvement of the quality of life of children and youth, as well as underprivileged groups in society, as follows:

- Provision of scholarships, educational materials, and sports equipment to Wat Bang Thalu School (Sunthorn Thammanusorn), Phetchaburi Province, to promote educational opportunities and comprehensively support students' potential development.

- Donation of essential consumer and daily necessities to hill tribe orphans at Wat Chao Boon Kerd, Ang Thong Province, to support their basic needs and enhance their quality of life to ensure appropriate and safe living conditions.



• **Monetary Donations for Public Charity**

The Company supported public benefit initiatives through monetary donations to agencies and organizations engaged in social missions, as follows:

- Donation of THB 100,000 to the Foundation for the Blind in Thailand under the Royal Patronage of Her Majesty the Queen, in support of the “Sang Dek Keng” (Creating Talented Children) Project, which aims to develop musical skills among students at the Bangkok School for the Blind, thereby promoting the potential and quality of life of visually impaired persons.
- Donation of THB 100,00 to the Thai Red Cross Society to support relief operations for flood victims in the southern region, reflecting the Company’s care and responsibility toward society during emergency situations and natural disasters.



The Company is committed to instilling and fostering a sense of social and environmental responsibility, as well as a spirit of giving, among employees at all levels on a continuous basis. The concept of “**Sharing is Caring**” has been integrated into the Company’s various activities to provide employees with opportunities to learn, participate, and contribute tangible value to society and stakeholders. This concept has also been embedded as part of the corporate culture and serves as a key guiding framework in the ongoing and sustainable development and implementation of social and environmental responsibility initiatives.

# Economic and Governance Sustainability Management

## Economic and Governance Operating Results

### 1. Information and Information Technology Systems Security and Cybersecurity

The Company places great importance on information and information systems security and cybersecurity. Mechanisms have been established to safeguard information assets in order to prevent damage to the fundamental elements of security, in alignment with business requirements and relevant regulations. These measures serve as operational guidelines for personnel and related units, and are designed to prevent the loss of information, unauthorized disclosure of information, and the improper alteration of information for unlawful gain. The framework comprises three key components as follows:

- 1. Confidentiality:** Information assets must be accessible only to authorized persons.
- 2. Integrity:** Information assets must be accurate and complete.
- 3. Availability:** Information assets must be accessible as necessary for appropriate use.

The Company has established a data classification policy to ensure that directors, executives, and employees adhere to proper guidelines for safeguarding confidential information and using data appropriately, particularly information that is sensitive to the Company or its stakeholders. The Company has also developed policies, strategies, and guidelines for managing information systems security and cybersecurity in compliance with applicable laws and good corporate governance practices for listed companies. This includes planning for the prevention, detection, and systematic and timely response to threats, while ensuring business continuity.

All users of information are required to strictly comply with security policies and system usage requirements. The Company provides training on security measures, as well as awareness programs on information security, fundamental cybersecurity knowledge, and emerging cyber threats, to enable executives and employees to effectively monitor, prevent, and respond to cyberattacks, and to ensure the secure use of information technology systems.

During the past year, the Company conducted ISO Awareness Training for employees, covering topics on information security awareness, cybersecurity best practices in accordance with ISO 27001 standards, and other standards adopted by the Company as operational guidelines. In addition, the Company has obtained ISO 27701 certification, which further strengthens its personal data management system and supports appropriate compliance with personal data protection requirements. The attainment of such certification enhances confidence and trust among service users and all stakeholder groups through systematic, transparent, and internationally recognized management, storage, processing, and protection of personal data.

The Company remains committed to the continuous improvement and development of information security and privacy management to keep pace with technological changes and emerging risks, particularly the increasing adoption of Artificial Intelligence (AI). This includes regular reviews of policies and control measures, strengthening governance and oversight, and enhancing personnel capabilities to ensure that new technologies are implemented safely, responsibly, and in compliance with relevant requirements.

## Management Approach to Information and Information Systems Security and Cybersecurity Risk Management

The Company has established management and risk management approaches for information and information systems security and cybersecurity in accordance with the Cybersecurity Act B.E. 2562 (2019) and international standards, including ISO 27001 Information Security Management Systems and ISO 27701 Privacy Information Management Systems (PIMS). Oversight is carried out through the ISO Committee, comprising of senior executives, supported by working teams responsible for the systematic implementation of ISO management systems in all relevant areas.

With respect to risk management, the Company has defined the scope and methodology for operational-level risk assessments, system vulnerability analysis, and the development of response procedures and processes for cyberattacks across all areas exposed to cyber threats. These measures serve as guidelines for controlling and mitigating risks associated with information technology infrastructure, covering network systems, hardware and software, data, and applications, including system configuration, system access, access rights management, and system development to enhance functionality and efficiency. These efforts aim to ensure that the Company can effectively manage risks, control or mitigate potential impacts on the organization and business opportunities to an appropriate level.

## Implementation of Information and Information Systems Security and Cybersecurity Measures

The Company has analyzed and improved its systems and infrastructure to ensure compliance with information security and cybersecurity standards. Regular testing, assessment, and security audits of hardware and software are conducted, along with enhanced capabilities and responsiveness to cyber threat incidents. In addition, the Company has implemented emergency data backup measures to prevent damage arising from data theft or incidents that may affect critical information systems. Emergency response drills are also conducted to ensure preparedness in handling such incidents.

## 2. Customer Relationship Management, Customer Satisfaction Management, and Customer Engagement

In the current context where the telecommunications industry is experiencing intensified competition, while customer behavior, expectations, and demands are rapidly evolving in line with the transition to a digital economy and society, the Company recognizes that effective customer relationship management, the enhancement of customer satisfaction, and the cultivation of long-term customer engagement are critical factors for competitiveness and sustainable growth. Customers are key stakeholders who directly influence operating performance, product and service development, and the long-term improvement of service quality.

Accordingly, the Company focuses on building confidence in its products and services, while enhancing and sustaining customer satisfaction across all dimensions under the concept **“We Fast YOU FIRST”**. Emphasis is placed on the continuous delivery of excellent-quality services at reasonable prices, professional, prompt, and efficient service provision, and the communication of comprehensive, accurate, transparent, and sufficient information regarding products and services to support informed decision-making. The Company also develops and designs products and services capable of comprehensively addressing customers’ specific needs, with the objective of delivering a sustainable **Excellent Experience** to customers.

The Company has structured its sales organization into business units categorized by customer segments and industries to enable in-depth analysis, understanding, and effective response to the distinct needs of each customer group. This structure facilitates close customer care, the maintenance of strong relationships with existing customers, and the continuous expansion of the new customer base. It also strengthens confidence in the “**SYMPHONY**” brand as a quality service provider with excellent service standards and as a reliable, trustworthy, and dependable long-term business partner.

In addition, the Company has established a Network Operation Center (NOC) to closely monitor and control network service quality, provide technical consultation, receive complaints, and promptly coordinate the resolution of any issues that may arise. The Network Operation Center (NOC) operates 24 hours a day, 7 days a week, to ensure service continuity, stability, and reliability under all circumstances.



In addition to monitoring and managing the network through the Network Operation Center (NOC), the Company places strong emphasis on proactive response to service disruptions or emergency situations. Upon receiving notification of any incident, on-site operational teams are promptly deployed to resolve issues at the location to ensure that corrective actions are undertaken swiftly, accurately, and effectively. This approach helps minimize potential impacts on customers’ business operations and supports the continuity and stability of services in an efficient manner. Such measures constitute a key mechanism in strengthening customer confidence, satisfaction, and long-term engagement.



In addition to its commitment to delivering and maintaining excellent quality of service, the Company places great importance on systematically listening to, collecting, and analyzing customer feedback. Such feedback encompasses customer needs, issues, expectations, as well as both positive and negative comments regarding the Company's products and services. The information is obtained through various communication and complaint-handling channels provided by the Company in both offline and online formats, including direct discussions with sales personnel, telephone contact with the customer service department, communication via email or online media, complaint submission systems through the Company's website, and customer satisfaction surveys. This information is utilized to support the continuous development, improvement, and design of services to more effectively meet the needs of both existing and prospective customers.

Concurrently, the Company emphasizes the continuous development, management, and maintenance of strong customer relationships, as well as the promotion of customer engagement through a variety of activities, such as knowledge-sharing sessions, training seminars, and recreational activities. These initiatives are conducted on a regular basis throughout the entire service lifecycle—before, during, and after service utilization.

In 2025, the Company continued to undertake activities to build and maintain customer relationships through meetings and discussions, customer visits on various occasions, customer appreciation events, seminars, and communication forums with customers. These activities serve to gather customer needs, reflect on service quality, and strengthen long-term confidence. Such initiatives not only reinforce strong business relationships but also provide an important platform for communicating network development plans, service standards, and technology risk management practices relevant to the operations of corporate customers in a comprehensive manner.



## Customers' Personal Data Protection

Rapid advancements in information technology and communication systems have enabled convenient and swift access to, collection, use, and disclosure of personal data, which may give rise to risks and potential harm to data subjects. The Company recognizes the utmost importance of protecting customers' personal data and has therefore reviewed and implemented a Personal Data Protection Policy to serve as a framework and guideline for the proper and rigorous management, protection, and safeguarding of customers' personal data.

The Company has established stringent governance, preventive, and security measures for customer data, covering operational processes, information systems, and access controls, to ensure compliance with applicable laws, regulations, and relevant standards. In 2025, the Company did not encounter any incidents of customer privacy violations, data breaches, or loss of customer data.

## Customer Satisfaction Survey

To continuously enhance customer relationship management and improve service quality, the Company conducts annual customer satisfaction surveys. In 2025, the Company engaged an independent external organization to assess the effectiveness of its operations and customer strategies using methodologies and criteria recognized at both national and international levels. This approach ensures that the assessment results are impartial, reliable, and genuinely reflective of customers' opinions.

The customer satisfaction survey was conducted through multiple channels, including telephone interviews, online surveys, and email-based Customer Satisfaction (CSAT) assessments. The questionnaire covered key aspects of customer relationship management, including service circuit quality, installation and service delivery processes, after-sales service and problem resolution, technical expertise and problem-solving capabilities of sales personnel, the Company's products and services, payment methods, customer relationship management, and the Company's corporate image.

The results of the 2025 customer satisfaction survey indicated a high level of satisfaction with the Company's services, at 94.23% representing an increase compared to 93% in 2024 and 92% in 2023. Areas receiving particularly high satisfaction ratings included the installation and service delivery process, service circuit quality, payment methods, as well as the knowledge, competence, and technical problem-solving capabilities of sales personnel.

With respect to areas for improvement suggested by customers, no significant issues were identified. Nevertheless, to maintain excellent service standards and strengthen long-term confidence, the Company remains committed to continuously enhancing customer relationship management, corporate image, product and service development, and after-sales service and problem resolution, with the objective of delivering outstanding customer experience and creating sustainable value for customers.

## 3. Supply Chain Management

Suppliers are key stakeholders and a critical success factor in the Company's business operations. As the Company operates in telecommunications network infrastructure and digital solutions services, it relies on fiber optic cables, network equipment, system equipment, and software from a wide range of suppliers. The Company therefore places importance on effective supply chain management across economic, social, environmental, and governance dimensions. This approach supports appropriate cost management, ensures service continuity and stability, maintains product and service quality, mitigates reputational risks, and promotes collaboration and sustainable growth throughout the value chain.

## Supply Chain Management Policy and Practices

The Company is committed to treating suppliers with equality and fairness, taking into account mutual benefits and maintaining long-term relationships. Guidelines for supplier engagement are incorporated into the Company's Business Code of Conduct. In addition, the Company has established a **"Procurement Policy and Guidelines"** to ensure that procurement processes are conducted in a standardized, transparent, auditable, and fair manner, thereby strengthening competitiveness and fostering sustainable business confidence with suppliers.



Details about the **"Procurement Policy"** are available on the Company's website: [www.symphony.net.th](http://www.symphony.net.th) under the menu: "Corporate Governance" >> "Company Policies" or <https://www.symphony.net.th/storage/document/cg/procurement-policy-en.pdf>

The Company strictly adheres to its Business Code of Conduct, supplier engagement guidelines, and Procurement Policy. Suppliers are selected based on appropriate qualifications and standards and are included in the Approved Vendor List. Price comparisons and value-for-money considerations are conducted prior to purchase decisions, and suppliers are evaluated based on standardized and verifiable criteria.

Furthermore, the Company upholds anti-corruption principles and does not engage in fraud, bribery, extortion, misappropriation, or any related misconduct in dealings with suppliers. Suppliers are prohibited from offering, giving, or receiving bribes, gifts, or any personal benefits to or from the Company's personnel in connection with business engagements.

## Promotion of Supplier Ethics and Sustainability

The Company promotes the sustainable development and maintenance of supplier relationships by establishing and announcing a **"Supplier Code of Conduct"** to communicate its expectations regarding suppliers' performance in environmental, social, and governance (ESG) dimensions. The Company communicates, supports, and monitors compliance with this Code on a continuous basis to jointly build a stable, efficient, transparent, and socially and environmentally responsible supply chain.



Details about **"Supplier Code of Conduct"** are available on the Company's website: [www.symphony.net.th](http://www.symphony.net.th) under the menu: "Sustainability" >> "Sustainability in Economic Dimension" >> "Supply Chain Management" or <https://www.symphony.net.th/storage/sustainability/economic-dimension/supplier-code-of-conduct-en.pdf>

The Company refrains from procuring goods and services from suppliers that violate human rights, infringe intellectual property rights, or engage in unlawful, unethical, or socially unacceptable conduct. In 2025, 63 key suppliers and contractors out of a total of 70 suppliers and contractors, representing 90% acknowledged and agreed to comply with the Supplier Code of Conduct. This reflects mutual cooperation and a shared commitment to conducting business in a responsible and sustainable manner.

## Suppliers Classification

The Company has established criteria for categorizing key suppliers in order to assess risks and appropriately plan supply chain management. Suppliers are classified as follows:

- Critical Tier 1 Supplier, being key suppliers that conduct business directly with the Company; and
- Critical Non-Tier 1 Supplier, being key suppliers that do not conduct business directly with the Company.

The criteria for consideration of suppliers classification include:

- High Volume Suppliers, representing 80% of the total annual procurement value;
- Suppliers providing goods or services that are critical to business operations, or sole-source suppliers (Monopoly Suppliers) for which alternative sources are not readily available; and
- Non-substitutable Suppliers that are essential to business continuity.

In 2025, the Company had a total of 459 Tier-1 suppliers that conducted business with the Company on a continuous basis. Of these, 37 were identified as Critical Tier 1 Suppliers and eight were identified as Critical Non-Tier 1 Suppliers.

## Supplier's Risk Assessment

The Company recognizes that the quality of suppliers' goods, services, and operations directly affects the Company and its stakeholders across economic, social, environmental, and occupational health and safety dimensions. In addition, without effective due diligence processes, the Company may risk being associated with potential human rights violations within suppliers' labor practices. Accordingly, effective supplier management and sustainability assessments enable the Company to mitigate risks and social and environmental impacts throughout the supply chain, enhance operational quality and efficiency, and screen for high-quality suppliers for long-term mutual growth.

The Company requires all Critical Tier 1 Suppliers and all new suppliers to undergo risk assessments covering both economic and sustainability aspects. Such assessments encompass four key areas:

- Business practices, including legal compliance, standards adherence, business ethics, anti-corruption practices, and risk management.
- Social aspects, including respect for human rights, fair labor practices, workplace safety, and responsibility toward communities and society.
- Environmental aspects, including efficient use of energy and resources, waste management, and greenhouse gas emission reduction.
- Products and services, including product and service responsibility, fair pricing, timely delivery, problem resolution, and complaint and feedback handling.

## Supplier Development and Occupational Safety

The Company places importance on the sustainable business operations of its suppliers and collaborates with them to enhance mutual capabilities and competencies. The Company organizes training sessions, seminars, and knowledge-sharing activities in various formats, both online and offline, covering legal and standards compliance, safety, technological knowledge, operational efficiency, and the joint development of products, services, and innovations to create added business value and deliver value to customers and society as a whole.

In addition, the Company emphasizes occupational health and safety for suppliers, particularly contractors operating within the Company's premises. The Company communicates safety policies, provides guidance on safety practices, and strictly requires compliance with labor and safety laws. Project personnel are responsible for closely supervising contractors' work. In the event of a serious injury resulting in work stoppage, contractors are required to promptly notify the Company.

In 2025, the Company did not record any work-related accidents involving contractors that resulted in work stoppage or fatalities.

## 4. Business Innovation Development

The Company recognizes the importance of business innovation as a key mechanism for creating added value, enhancing competitiveness, and supporting long-term sustainable growth. In the context of telecommunications infrastructure and digital businesses characterized by rapid technological change, the Company focuses on developing innovations that create comprehensive value across economic, social, and environmental dimensions, while elevating service quality and responding to customer needs in a timely and efficient manner.

The Company has established a clear vision to promote innovation development, aiming to utilize innovation as a tool to generate economic value and strengthen long-term competitiveness, alongside creating benefits for society and the environment. The Company believes that continuous and sustainable innovation development will enable the organization to achieve stable growth, while effectively adapting to technological changes and evolving customer demands.

Recognizing that innovation in the digital era cannot be achieved solely through internal efforts, the Company has adopted the concept of **Open Innovation** as a key driver. This approach encourages participation from internal employees, business partners, academic institutions, and external experts in knowledge exchange and collaborative innovation, to address technological changes and evolving user behavior, while creating sustainable economic, social, and environmental value. Key implementation approaches are as follows:

- **Collaboration with Leading Technology Partners**

The Company's innovation development is driven through co-creation partnerships to develop new products and services that comprehensively meet the needs of corporate customers. These include high-efficiency digital technology services that reduce energy consumption, lower greenhouse gas emissions, and enhance cybersecurity resilience.

For example, the Company has collaborated with Silversky, an internationally recognized cybersecurity specialist, to offer Managed Extended Detection and Response (MxDR) services. This comprehensive cybersecurity solution integrates advanced threat detection with effective response capabilities. Such innovation strengthens the Company's ability to meet the needs of corporate customers seeking secure, flexible digital solutions that support long-term growth amid increasing cyber risks and the growing importance of business continuity, while also creating commercial readiness and new business opportunities in the digital market.

- **Collaboration with Educational Institutions**

The Company promotes collaboration with educational institutions through knowledge and experience exchange as well as hands-on training activities in technology and equipment utilization. These initiatives aim to develop skills and prepare qualified personnel for entry into the telecommunications and digital industries, forming a crucial foundation for long-term service innovation development.

- **Promotion of Internal Knowledge Sharing**

The Company organizes knowledge-sharing programs among employees and external experts through seminars, training sessions, and various capability development activities. These initiatives encourage employees to apply new knowledge to improve work processes, develop new approaches, and create innovations that continuously enhance operational efficiency and service quality.